



# DIVERSITY AND INCLUSION COMMITTEE

## 2013 ANNUAL REPORT



### **Diversity and Inclusion Vision**

Enabling inclusion, innovation and creativity by leveraging the diversity of thought, perspectives, backgrounds, and talents inherent in our workforce to ensure mission success.



# Diversity and Inclusion



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## Message from the Center Diversity and Inclusion Champion

I am excited to share with you the 2013 Goddard Space Flight Center Diversity and Inclusion Committee Annual Report. It contains many of the accomplishments that the Center achieved in the areas of Diversity and Inclusion during the past 12 months.

Goddard continues to excel in the “Best Places to Work in the Federal Government” survey, specifically in the area of support for diversity, where Goddard came in third out of 300 Federal organizations. We are very pleased with the extent that our employees believe that the actions and policies of leadership and management promote and respect diversity and inclusion.

I encourage you to review this report and provide your feedback and comments to a member of the GSFC Diversity and Inclusion Committee, Dr. Dan Krieger, the Center’s Diversity and Inclusion Program Manager, or me. We look forward to hearing from you and welcome your insights as we continue to build an equitable and inclusive work environment for all employees. We should be proud of the accomplishments described in this report and are optimistic about the future and the exciting road ahead as we continue this journey together.



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Arthur (Rick) Obenschain  
Deputy Center Director

### Diversity Definition

Diversity means the unique characteristics, perspectives and life experiences that define us as individuals.

### Inclusion Definition

Inclusion means fostering an environment where all individuals can contribute fully and are valued, engaged and supported to reach their full potential.

# Diversity and Inclusion



# Diversity and Inclusion



## Introduction

Every day, in all that we do, Goddard strives to promote an organizational culture that values the whole individual; respects the diversity of viewpoints, experience, talents, and ideas; and fosters inclusion. At Goddard Space Flight Center, diversity and inclusion are more than a moral commitment or organizational goal—they are a business imperative that drives innovation and creativity, which are critical to continued mission success. The focus on diversity and inclusion makes us a better organization, a better partner in the communities that we serve, and a better overall place to work.

The Goddard Space Flight Center Diversity and Inclusion Committee (D&IC) provides leadership and coordination to the diversity- and inclusion-related efforts of the Center and facilitates diversity and inclusion as integral parts of Center policies and practices. The D&IC made strides in 2013 through the sustained vitality of the Diversity Dialogue Program (DDP), the continuation of the Power and Privilege education series, as well as D&I projects, outreach efforts, and collaborations. Key to the vitality of GSFC's D&I program strategy is the work done by the Directorates and Advisory Committees.

Deputy Directors from each Directorate serve as members of the GSFC D&IC. They work in conjunction with members of the D&I Community of Practice (CoP) forum. The CoP is comprised of individuals who play an active role in planning or implementing D&I activities in their organizations and come together to share learning, knowledge, resources, and ideas.

Goddard also has nine Employee Resource Groups, referred to as Advisory Committees. The chairpersons of these Advisory Committees serve on the GSFC D&IC. Three of the Advisory Committees fall under the purview of the D&I Program. These include the Lesbian, Gay, Bisexual, and Transgender Advisory Committee; the New and Developing Professionals Advisory Committee; and the Veterans Advisory Committee. The other six Advisory Committees are under the purview of the Equal Opportunity Programs Office. These are the African American Advisory Committee, Asian Pacific American Advisory Committee, Equal Accessibility Advisory Committee, Hispanic Advisory Committee for Employees, Native American Advisory Committee, and Women's Advisory Committee.

We are pleased to include specific accounts of D&I initiatives led by the Directorates and Advisory Committees, as well as the award-winning “i am goddard” campaign and the new Inclusion Ally initiative. We highlight how people throughout the GSFC community are embracing the shift from awareness to action to impact, thereby taking the Center to new heights with regards to fostering a diverse and inclusive workplace. For more information on our efforts, please visit <http://diversity.gsfc.nasa.gov>.



# Diversity and Inclusion



## Center Initiatives, Accomplishments, and Outcomes for 2013

### Diversity Dialogue Project

In 2013, we completed Phases X and Y of the Diversity Dialogue Project (DDP). The DDP is the Center's foundational D&I learning experience. Unlike traditional Diversity/EEO Training, the DDP is a facilitated dialogue process that brings small groups of employees together in an open, non-judgmental, and safe environment to discuss differences based on the many dimensions of diversity that impact the workplace on a daily basis. The program was piloted in 1999, with the first groups implemented in 2001. To date, over 1,400 Goddard employees have participated in the program. The original intent of the DDP was to facilitate a deeper understanding of diversity issues among Center employees. Beginning with Phase Q, we shifted the emphasis from awareness to actions that have impact, and we have continued this focus in the phases conducted this year. The new format challenges participants to take action with an awareness that they have gained in the dialogue sessions. The outcomes of DDP include enhancing personal growth and effectiveness and encouraging participants to understand how their actions and behaviors can either foster or hinder an equitable, inclusive, and respectful workplace.

During 2013, a total of 62 employees participated in the program, including mixed groups of employees and supervisors at both our Greenbelt and Wallops Flight Facility (WFF) campuses, as well as one supervisor-only group. As part of the D&I efforts at WFF, DDP was held from August to December 2013 with a group of 15 participants. Topics that were explored included, but were not limited to, micro-inequities, privilege, sexual orientation, religion, race, disability, and gender. Participants were encouraged to engage in reflective journaling after each session and to think about what actions they can take personally to make Goddard more inclusive and respectful. Another special feature of the program was the final action-planning session. This session provided an opportunity for participants to brainstorm specific activities that they might wish to carry forward in order to advance diversity and inclusion at Goddard and to create personal commitments for actions that they would continue after the session.

The DDP program has produced engaged change agents who now work as key stakeholders in the Center's D&I efforts with larger spheres of influence and responsibility for implementing and championing D&I initiatives. Former participants have moved into key roles as Advisory Committee Chairs and D&I Committee Chairs within their Directorates. The DDP continues to have high demand, increasingly long waitlists, and positive word of mouth, with many recent participants commenting that they decided to participate in the program based on their coworkers saying that it is a great program. In addition, DDP is regularly benchmarked by other agencies as a best practice and innovative D&I program.

In 2013, the DDP program expanded to supporting specific Directorate initiatives and discussion sessions. This included a session with the Code 600 Women in Astrophysics roundtable discussion on "Crucial Conversations" as well as a special topic session for Code 210 Procurement leadership team on the topic of unconscious bias. Going forward, increasing the number of internal facilitators is a key strategic goal that will allow us to continue expanding the current program and meet the demand for requests to support additional topics within the organization.

In 2013, the DDP Program partnered with OHCM to conduct a program evaluation that included a long-term impact survey and stakeholder interviews. Ninety-five percent of the qualitative responses from this survey described how DDP has helped respondents become more open-minded, use inclusive words, and value different perspectives. The survey indicated the following results.



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- DDP is successful in encouraging behaviors in the workplace that improve the Center's ability to take advantage of its very diverse workforce and reduce the inefficiencies that come from less cohesive workgroups.

I gained a better understanding of how and why others may arrive at conclusions different from my own.	81.2% agreed or strongly agreed
I gained a better understanding of how members of different minority groups face different challenges in the workplace.	81.7% agreed or strongly agreed
I have built stronger relationships with my co-workers.	57.8% agreed or strongly agreed
I believe that having conversations with a diverse group shifted my perspectives on diversity and inclusion.	70.1% agreed or strongly agreed

- DDP is successful in raising participants' awareness, a key component in creating a culture where diversity and inclusion is a basic underpinning.

How diversity and inclusion influences interpersonal interactions in the workplace	80.5% agreed or strongly agreed
How diversity and inclusion influences team performance in the workplace	75.4% agreed or strongly agreed
How each individual's background can influence thoughts, behaviors, and actions	84.8 % agreed or strongly agreed

- Participants in DDP believe that the project improves the Center's ability to take advantage of its diverse workforce and increases Goddard's ability to deliver all its products and services

Do you believe that DDP adds value to achieving Goddard's mission?	79.4% agreed or strongly agreed
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- The present use of internal DDP facilitators is an effective way to run the DDP program, and the facilitators are a key component of its wide success.

The facilitators did a great job	80% agreed or strongly agreed
DDP is a safe environment for diversity discussions	87% agreed or strongly agreed

- The Center's supervisors strongly support DDP and D&I initiatives. This support is visible in the workforce, and their support has a direct effect on participants' abilities to enhance their awareness of diversity and inclusion who benefit from this increased awareness as part of Goddard's culture.

My direct supervisors supported my participation in DDP	91.1% agreed or strongly agreed
My direct supervisors supported D&I initiatives	78.9% agreed or strongly agreed

- GSFC Senior Leaders strongly support DDP and D&I initiatives and this support is visible in the workforce. This is important for the enhancing awareness of diversity and inclusion and its benefits for maintaining and increasing Goddard's ability to deliver all its products and services.

GSFC Senior Leaders support D&I initiatives	82.3% agreed or strongly agreed
GSFC Senior Leaders emphasize the importance of the DDP	74.0% agreed or strongly agreed

# Diversity and Inclusion



## Power and Privilege Workshops

The primary objective of the Power and Privilege workshops is to examine issues of power, privilege, diversity, and inclusion, and how these issues affect everyone at Goddard. The Power and Privilege workshops are essential as the Center creates and maintains an equitable and inclusive work environment—a work environment where the talents and contributions of every employee are used to achieve Goddard’s mission. As Goddard continues to strive to be the employer of choice and a leader in scientific discovery, we will need to access and leverage the diversity of our workforce.

In 2011, the Center established a diversified Power and Privilege portfolio. In addition to the original *Power and Privilege: Race*, the topics of disability, gender, generational differences, and sexual orientation were added. In 2013, *Power and Privilege: Disability* and *Power and Privilege: Race* were offered, and we will be exploring augmenting the Power and Privilege series in 2014.

## Goddard Opportunities Bulletin Board System

The Goddard Opportunities Bulletin Board System (GOBBS) is a Center-based tool that allows managers and supervisors to advertise special assignment opportunities to all employees. GOBBS continues to be a valuable method for informing employees about opportunities to enhance their current skills as well as develop new ones. GOBBS promotes and increases diversity in selections for high profile projects by making opportunities available directly to employees which broadens the pool of talented candidates.

### *How Does GOBBS Work?*

A supervisor identifies an assignment or special opportunity and posts an announcement for informal competitive selection. Assignments include brief jobs of a few hours; temporary promotions for less than 120 days; and full-time details lasting up to one year, which may also include reassignment at their current grade level to a position with equal or lower promotion potential. The following steps outline the process for developing a GOBBS opportunity.

- Once a supervisor or opportunity sponsor identifies an assignment and its target applicant, he or she forwards the announcement to the assigned Directorate’s point of contact (POC) for review and approval.
- The supervisor notifies management and the GOBBS POC in the targeted organization.
- The opportunity is posted in the GOBBS system.
- Targeted organizations or specified groups receive an email announcing the opportunity
- Interested applicants review GOBBS announcements and apply online. The supervisor’s approval is encouraged because, if selected, some opportunities (e.g., details) require supervisor’s approval.
- Volunteer applications are sent directly to supervisor or opportunity sponsor.
- Sponsors reviews applications and either select a candidate or schedules informal interviews before selecting the applicant. Interviews are strongly encouraged, particularly for permanent reassignments or highly visible assignments or details that have significant promotion potential.
- If a manager or supervisor selects an individual for a reassignment or temporary promotion for less than 120 days, their Human Resources Specialist must review the person’s qualifications to ensure the applicant meets the qualifications requirements for the position.
- Then the supervisor or sponsor must consult with the selectee’s supervisor to obtain final approval and negotiate the start date for the assignment.
- The selected candidate, their supervisor, and all applicants are notified of selection via email.

The selection is also posted on GOBBS, and the announcement is closed.

- All employees who were interviewed but not selected will be debriefed in person or by phone by the supervisor or opportunity sponsor.

The GOBBS program benefits both the applicant and the Center by:

- Providing all employees with access to search and apply online.
- Promoting diversity by increasing the diversity in selections for high-profile projects.
- Broadening opportunities available to employees.
- Broadening and increasing pool of talented candidates.
- Expanding opportunities to individuals who have less visibility.
- Enhancing opportunities for career development (specialized experience, visibility).
- Allowing potential promotion candidates to have a “dry run” before assuming more responsibility.
- Creating a win-win for the volunteer and the manager.
- Providing opportunities for employees to obtain new knowledge and return to their organization invigorated and challenged.
- Increasing job satisfaction.
- Minimizing paperwork.

Short-term assignments benefit both managers and employees. Managers can meet new talent and get a snap shot of the employee’s performance on a project. Employees get hands-on experience and insight into the project team and the responsibilities required for their temporary position.

# Diversity and Inclusion

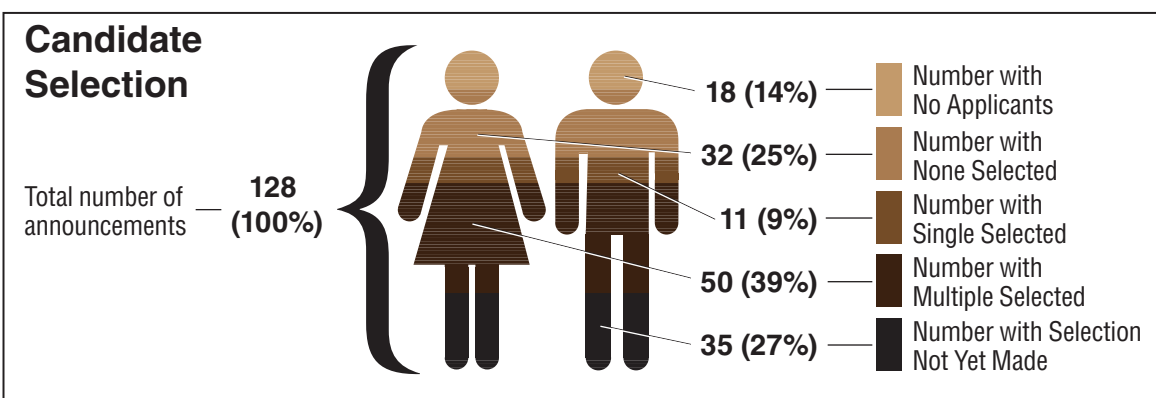
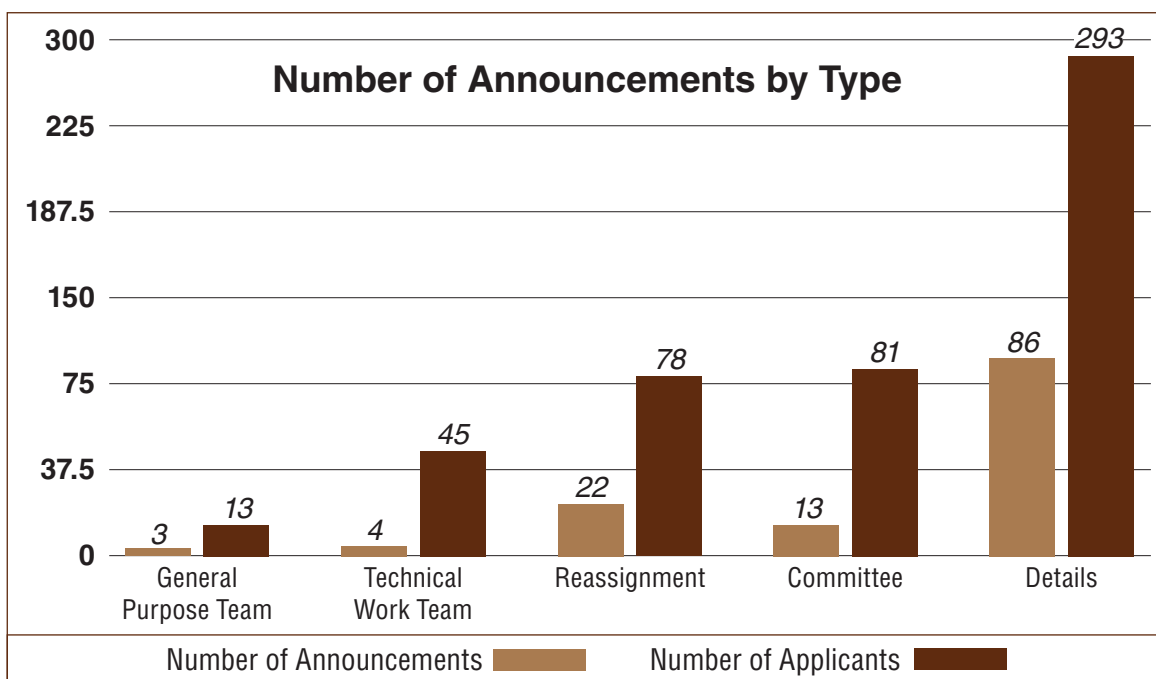


# Diversity and Inclusion

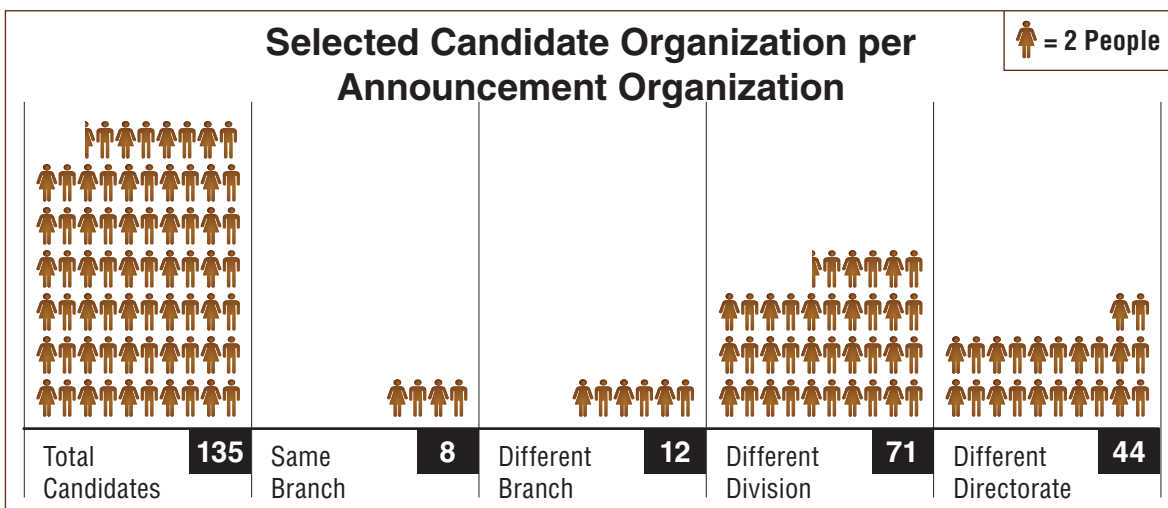


## GOBBS Program Statistics

The the followong data reflects the impact of GOBBS and the resulting selection process for 2013.















Please note: "No applicants" may not overlap with "None selected" and "Selection not yet made."





## GOBBS Ad Totals

Total Ads Submitted	132	
Total Ads Declined	2	
Total Ads Released to Civil Servants	128	
Selection Made Within the Directorate	91	
Total Ads Opened With Selection	61	
Total Ads Opened With Multiple Selection	50	
Selection Made Outside the Directorate	44	
Total Ads Opened But Never Closed	35	
Total Ads Opened With No Selection	32	
Selection Made Within the Division	20	
Total Ads Waiting Approval	2	

 = 2 People

### i am goddard

i am goddard highlights the importance of individual contributions to the Center's mission and reminds employees that everyone has an impact on making Goddard successful. The messages interwoven into the campaign—inspiring vision, valuing all contributions, and transferring knowledge—are in direct alignment with the Center's definition of diversity and inclusion.

Employees have been encouraged to emulate and share the values of the campaign: creating a positive work environment where our ideas span beyond the current perspective, our contributions are valued, and we freely collaborate to share knowledge with one another.

Since the implementation of the campaign, i am goddard has expanded our sense of community. The employees and managers featured have acknowledged that people around Center have engaged them, using the campaign as a catalyst for discussion. This further exemplifies that the essence of the campaign is felt and understood by the Goddard community. This feedback affirms that our efforts to make the campaign appealing and engaging have been successful.

# Diversity and Inclusion

## Products and Vehicles

The i am goddard products and vehicles continue to spark engagement on many levels. Distinguishing terminology and visual products were developed to bring attention to this new effort. The i am goddard website showcases the featured employees that tell their stories in an engaging way through multimedia. The stories are developed in a creative and thoughtful way to spark conversation and reflection while challenging preconceived notions of ourselves. Featured employees are also showcased extensively in *Goddard View*.

## Next Steps

As i am goddard reaches completion, the campaign will transition to a new phase called Inclusion Ally. This new initiative will continue the momentum of i am goddard by incorporating inclusive behaviors and actions as part of our daily tasks.

## Wallops Flight Facility

During 2013, WFF sponsored and participated in a number of training sessions, employee forums, and site-wide events designed to enhance inclusiveness and highlight the benefits of diversity in the workplace. These included the following highlights from 2013:

- Understanding Yourself and Others for More Productive and Harmonious Relationships – January 2013
- Senior Leadership Strategic Retreat – January 2013
- HBCU Partnership Forum with UMES in February – recently accredited for its engineering program
- All Hands with GSFC Center Director – March 2013
- Inclusion Ally Employee Forum – May 2013
- WFF Cultural Assessment Survey – data collection and interviews May through July 2013, with the report released in December 2013
- ICAN Speed Networking Event – July 2013
- Respectful Confrontation Training – August 2013
- *Power & Privilege: Race* training – September 2013
- All Hands with the WFF Director, followed by a D&I Employee Forum – September 2013
- Diversity Dialog Project – Fall 2013
- Coffee sessions with Senior Leadership, including the Director of Code 700 and Deputy Director for Code 600 – ongoing
- WFF Celebration Day – November 2013

In addition, several action committees were created in 2013 to enhance D&I awareness at WFF, including the WFF recruitment team and a revitalized WFF-wide D&I committee. GSFC and WFF management also has created and implemented a comprehensive WFF action plan, which outlines a broad spectrum of activities focusing on raising awareness of respectful workplace behavior.

WFF created an on-site ombudsman position, a first at WFF, in order to assure mission safety and provide a forum for employees to raise issues in a safe, non-confrontational environment.



## GSFC Diversity and Inclusion Committee Plans for 2014

Building on our past successes, during 2014, the GSFC D&IC plans to:

- Continue *Power and Privilege: Race* sustainment workshops for supervisors and influence leaders
- Continue *Power and Privilege: Disability* workshops for supervisors
- Decide on next *Power and Privilege* topic and develop a plan for expanding the series to all employees for more extensive engagement and organizational impact
- Pilot a workshop focusing on unconscious biases
- Revamp the DDP program based on the recommendations from the long-term impact survey, then conduct the next phase of DDP
- Launch the Inclusion Ally Initiative as the first step in the Center's increased focus on inclusion
- Begin a two-year initiative to conduct Directorate Roadshows that will proactively reach out to all employees to share the Center's vision for inclusion
- Convene a D&IC retreat
- Continue to partner with other agencies and organizations to share best practices
- Influence and align with NASA-specific diversity and inclusion strategic plans
- Leverage growing grassroots enthusiasm for diversity and inclusion by expanding the group of stakeholders into current forums, such as the Center D&IC, for employees who want to become engaged in the Center's D&I efforts

## Conclusion

The Center has continued to make progress toward having a more diverse and inclusive environment. As previously noted, Goddard ranked third in support for diversity in the 2013 OPM "Best Places to Work in the Federal Government" survey—this year, out of 300 Federal Agency subcomponents. As we continue to make progress in this area, we remain diligent in our efforts to honor and to exercise the principles that undergird a successful diversity and inclusion approach:

- Demonstrated leadership commitment
- Employee engagement and effective communication
- Continuous education, awareness, and skills enhancement
- Shared accountability and responsibility for diversity and inclusion
- Demonstrated commitment to community partnerships
- Effective measurement of diversity and inclusion efforts



# Diversity and Inclusion





## Appendix A: Directorate Annual Reports

### Code 100 | Office of the Director

The Office of the Director Diversity and Inclusion Committee (ODDIC) significantly increased its 2013 activities in May 2013 with four specific goals or objectives to be accomplished during the fiscal year. Prior to May, the committee spent a few months evaluating the activities of the previous two years, since its inception, to ensure the committee was meeting its objectives of continuing to provide activities that supported an inclusive environment in the Directorate and at the Center level. The Committee established the following goals for 2013:

- Develop a strategic partnership with the Native American Advisory Committee (NAAC) to provide support to the NAAC and collaborate on activities in order to:
  - › Learn more about how an advisory committee functions, including challenges and concerns, and learn how we as the ODDIC can provide support to the community
  - › Combine resources to support the NAAC's initiatives and provide support in meeting those objectives
  - › Support the Native American Heritage Month celebration activities
- Re-establish the ODDIC Newsletter on a bi-monthly basis
- Conduct a peer awards ceremony and include a town hall meeting

The ODDIC Chair joined the NAAC, attended meetings, and shared the information that he learned with the ODDIC members, extending the awareness of NAAC activities. We also participated in a film series about the history and culture of Native American peoples across the continent.

In 2013, we continued the Peer Awards Program with nominations accepted in the following categories: Outstanding Customer Service, Wild Card, Collaboration and Teamwork, Honoring Diversity and Inclusion, Innovation and Improvement, and Excellence in Leadership. We recognized eight employees. The awards program is intended to boost morale among Directorate employees and provide an additional venue for recognizing and awarding our peers who truly deserve to be acknowledged for their efforts and accomplishments. The ceremony was held in August, where the eight winners were announced. The ceremony was a resounding success per the feedback received from attendees.

After the Peer Awards Ceremony, Goddard's Director, Chris Scolese, gave an informative Town Hall presentation that shared accomplishments, challenges, opportunities, and upcoming milestones from a Center perspective. We also had the opportunity to ask questions and engage in dialogue.

Members of the ODDIC also participate on other Advisory Committees, like the Women's Advisory Committee and the African American Advisory Committee, and we attend at least one activity presented during each heritage month.



# Diversity and Inclusion



## Code 110 | Office of Human Capital Management

### *Priorities for 2013*

The Office of Human Capital Management (OHCM) continued with the following diversity and inclusion priorities for 2013:

- Maintain strong relationships with the Center's Advisory Committees by continuing to partner with them on OHCM processes and practices that affect their constituent members.
- Proactively identify and resolve issues, and report back to each committee as appropriate.
- Explore different types of media for training activities.
- Monitor and ensure all OHCM processes and products are "barrier free".

### *Accomplishments, Activities, and Programs*

OHCM accomplished the following activities in support of our diversity and inclusion priorities for 2013:

- Continued to collaborate with the Equal Opportunity Programs Office (EOPO) to proactively identify barriers in OHCM products.
- Increased the frequency of management presence at Wallops Flight Facility (WFF). In addition, two organizational development specialists are on-site at WFF to support management and employees.
- Continued to support the Office of Education's Center Pathways and internship programs as pipelines to bring in students, particularly in diverse areas where the Center is below parity.
- Chiefs and leads continued to initiate contact with employee groups to discuss how to improve OHCM processes.
- Continued to hold quarterly diversity discussions, bi-annual All-Hands meetings, and bi-monthly Learning Forums.
- Partnered with the various Advisory Committees to assist OHCM with advertising training programs to ensure diversity in classes as well as processes.
- Collaborated with the Diversity and Inclusion Office to offer five *Power and Privilege: Disability* and two *Power and Privilege: Race* awareness workshops for supervisors and influence leaders.
- Continued the practice of sharing leadership training calls with individual Advisory Committees in addition to the broader, Center-wide announcements.
- Added "corporate citizenship" to the grading criteria when selecting participants for Agency and Center leadership programs. Corporate citizenship is defined here as "participating in activities outside the scope of normal duties that benefit the Center, Agency or Federal Government as a whole," specifically including, but not limited to, diversity and inclusion given the Agency D&I Strategic Plan.
- Continued to include performance objectives around D&I training in performance appraisals.
- Continued the data analysis initiative, which was designed to enhance the capability of our program leads when evaluating their programs.
- Approximately 10 OHCM civil servants and contractors attended a webinar on January 31, 2013, offered by The Conference Board entitled "Advancing Diversity and Inclusion through White Male Leadership."
- Continued to conduct an analysis of training participation data as part of the drive to increase inclusion for all categories of GSFC employees in training and development opportunities.

This year we also included an analysis of veterans and looked at how employees in different generational categories participate in training and development opportunities. The overall purpose of the analysis was to assess the participation of women, minorities, and people with disabilities in Goddard's competitive, long-term development programs.

- Collaborated with the Diversity and Inclusion Office to evaluate diversity and inclusion e-learning options. We participated in the training content review process, including co-facilitating focus groups, analyzing data, and formulating recommendations.
- OHCM conducted an internal research study that linked employee turnover to performance (as indicated by performance ratings). The results suggested that our highest performing employees are significantly less likely to leave the organization as compared to employees performing at an average or below-average level. For employees receiving a Level "1" or "2" rating, the rate of attrition was significantly higher. The results were shared with Center management, which sparked interest in separate analyses for specific organizations.
- The retention of new hires is an important priority of the Center, therefore, OHCM has developed a "Rookie Scorecard" to summarize the performance and attrition of new hires (perm and term) and track it over time. The initial scorecard spans 2008 through 2012, which included several major early career or "fresh-out" initiatives—the Early Career Hiring Initiative in 2009 and the Hiring Push in 2010. When looking at all new hires, the data reveals promising retention trends when compared to government and industry benchmarks and an upward trend in performance ratings. Similar trends in retention and performance ratings were also seen when looking at Early Career hires.
- OHCM has lengthened the Diversity and Inclusion Training Module during the New Supervisor Training. This allows time to introduce participants to the Diversity Dialogue Program and gives them an opportunity to engage in a discussion of a sensitive topic with a diversity dialogue facilitator during the module.
- OHCM enhanced the Center's presence on social media outlets—such as Facebook, Twitter, and LinkedIn—to publicize Center recruiting and outreach efforts to a wider audience of applicants.
- OHCM improved collaborations with both internal and external partners, including the Office of Education, the Center Advisory Committees, and the White House Initiative on American Indian and Alaska Native Education, in an effort to improve recruitment and outreach activities. OHCM worked with the Veterans Advisory Committee to represent the Center during Transition Assistance Program sessions at local military installations to broaden understanding of NASA and GSFC's mission and applicable career fields. We also partnered with the Asian Pacific American Advisory Committee to conduct webinars on STEM hiring practices and internships, as well as the Society of Asian Scientists and Engineers to conduct a webinar on hiring opportunities at NASA.
- OHCM has provided strong support to the newly formed recruitment sub-team at WFF. This team, comprised of hiring supervisors, senior management at WFF, and staff members in the Office of Education and OHCM, developed WFF-specific recruitment materials, and a detailed plan for WFF representatives to visit schools in the surrounding area.

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## ***Center-wide Accomplishments***

This year OHCM:

- Collaborated with other directorates in support of their D&I activities.
- Conducted an independent assessment of the Center's DDP.
- Participated in the Inclusion Ally activities.

## ***Impact of Accomplishments and Activities***

OHCM's efforts toward diversity and inclusion have served to establish and solidify invaluable partnerships around Center. We continue to influence our employees and stakeholders around diversity and inclusion through "leading by example." Our commitment to diversity has strengthened our internal processes and practices, the impact of which can be seen in the diversity of our classes and our candidate pools. In addition, our stakeholders seek us out to assist them with developing various programs within their organizations. We will continue our practice of "leading by example" and developing partnerships that serve to strengthen the diversity on Center and foster an inclusive environment.





## Code 150 | Office of the Chief Financial Officer

### *Priorities for 2013*

The Office of the Chief Financial Officer (OCFO) set the following D&I priorities for 2013:

- Senior leaders will seek out opportunities to improve their workforce's understanding of what diversity and inclusion is, and the benefits of a diverse workforce and inclusive work environment.
- OCFO will support D&I goals and objectives by conducting or sponsoring diversity-related activities and events, and by initiating or supporting open and honest discussion.
- OCFO will use employee networks (diversity and affinity groups) to assist in achieving diversity goals through educational opportunities, communications, and external activities. We encourage all employees to participate and share their ideas, giving them “buy-in” to help strengthen the workforce diversity of the OCFO.

### *Goals*

Engage all employees to build upon knowledge, awareness, and skills to create a more inclusive and respectful culture. Focus on helping employees understand and include the differences that exist among them to drive results. Build upon the Center's diversity training programs to include the idea of diversity as a continuous education environment. Empower employees to acquire knowledge and skills over the long-term and to integrate that knowledge into their daily interactions. Enable OCFO leaders, supervisors, managers, and staff to ensure that diversity and inclusion becomes an integral part of their daily decisions and thought processes, thereby becoming ingrained in OCFO's culture.

### *Values*

We believe in:

- An open, inclusive work environment built upon respect, communications, integrity, and collaborative teamwork.
- Encouraging creativity and investing in innovation to build our future
- Pursuing excellence through continuous learning and becoming smarter all the time about what we know and what we do in service to others.
- Attracting and sustaining a diverse workforce by recruiting, hiring, developing, and retaining high-performing employees who work collaboratively to carry out the mission of the OCFO.
- Valuing all employees by embracing their diverse talents, perspectives, and experiences, and fostering inclusion that inspires innovation, encourages respect, and promotes unlimited success.

### *Accomplishments, Activities, and Programs*

Several Code 150 employees are members of and collaborate with GSFC advisory committees, including the Association of Government Accountants, Hispanic, Women's, Veteran's, and Equal Accessibility committees. The Chief Financial Officer serves as Senior Champion of the Native American Advisory Committee.

In FY 2013, Code 150:

- Participated and contributed to the Center's “Stuff-A-Truck” goal by reaching and surpassing our Fed's Feed Families donations goal.
- Utilized Employee Viewpoint Survey results and other D&I feedback mechanisms to position employees to collaborate and share in the responsibility of creating and maintaining an inclusive environment.

# Diversity and Inclusion

- Provided leaders within the OCFO to serve as mentors on Center, including the Center's Leadership Development and Excellence in Management Program, Association of Government Accountants, and National Association of Hispanic Executives.
- Hosted employee "Spotlight" during the All Hands meeting in FY 2013
- Honored employees at the annual OCFO Directorate-wide Peer Awards ceremony. Our award recipients were recognized for their activities of inclusiveness, knowledge sharing, positive presence, and excellent customer service throughout the year. The Peer Award program recognizes individuals in the workplace that help individuals feel valued, included, and a necessary member of the team.

In addition,

- The 150 Veterans Committee representative participated in "Operation Give Thanks."
- The OCFO leadership team conducted OCFO-wide meetings, which included conversations with employees about high priority areas of the Employee Viewpoint Survey that reflected opportunities for improvement.

## ***New Customer Service Improvement Initiative***

We are planning to develop an OCFO survey in 2014 that will gather feedback from our internal stakeholders so we can provide better products and services to our customers. The results of such activities will help us to capture employee's experiences and feelings regarding the diversity and inclusion culture at OCFO and identify best practices that OCFO may be able to implement. We know that when employees become more engaged and productive, they are going to provide better customer service and satisfaction.

## ***Recruiting, Hiring, and Employee Engagement***

As a result of our 2013 D&I activities, our diversity demographics continued to advance in 2013 to a well-represented model of diversity at all levels of the organization (managers and staff). By offering our staff more prospects for participating in work details, special projects, and new "stretch" opportunities inside and outside of the OCFO organization, we evolve as a workplace. We become more inclusive and employees feel empowered to be creative, which increases our productivity. These new opportunities allowed individuals to gain experience in other segments of the OCFO, which creates an environment that embraces different perspectives, enables creativity to solve complex problems (technical, programmatic, and organizational), and values teamwork—trust with respect. We continue to leverage the summer internship program as well as professional networking opportunities to expand diversity and inclusion within the OCFO.







## Code 160 | Office of Education

The Office of Education demonstrated commitment to community partnerships, which addresses the fourth principle of the NASA Diversity and Inclusion Strategic Implementation Plan:

Goal 4: NASA actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.

### Introduction

The Office of Education has developed close working relationships with the Office of Human Capital Management and the Equal Opportunity Programs Office through the Goddard Advisory Committees for focused interaction with professional organizations serving minority and underrepresented students.

### Accomplishments and Impacts

#### STEM Engagement Line of Business

##### Promising Practices

- **GSFC Summer of Innovation (SOI):** During the summer of 2013, Goddard implemented an innovative approach to engage educators and students in summer camps and extended enrichment programs. The SOI program worked with 4,447 students and 571 educators in underserved and underrepresented communities.
  - › A robust set of criteria for participation ensured that camps addressed Goddard priorities:
    - \* STEM focus
    - \* Serving students in grades 3–8, with an emphasis on female and minority participants
    - \* Minimum of 35 participants in each camp
    - \* Commitment to provide a minimum of 30 NASA STEM hours
  - › Training sessions in NASA science and engineering content were conducted for summer camp directors and educators.
  - › A loan program was established for directors to borrow equipment and materials for use in the camps.

The GSFC SOI served seven regional states and territories with 19 individual collaborators including NSBE, Upward Bound, DC Parks and Recreation, Prince George's County Public Schools, and two camps in Puerto Rico. The summer camps reached 120 certified teachers, 96 pre-service teachers, and 255 informal educators. Of the participants, 49 percent of student were girls, and 96 percent were minority and underrepresented students.

- **GSFC Visitor Center Programs:** The GSFC Visitor Center provided regular, sustained education opportunities for students and families in conjunction with the Education Office, which served 8,071 participants in FY 2013. Programs include:
  - › ***I'm an Engineer! NASA's BEST Afterschool Students:*** A four-week afterschool series designed for students in grades 1–3, where students learn about the engineering design process through project-based tasks (based on the NASA's Beginning Engineering, Science, and Technology (BEST) Students curriculum).
  - › ***Engineering Rules! NASA's BEST Afterschool Students:*** A two-week afterschool series designed for students in grades 4–6, where students learn about the engineering design process through project-based tasks (based on the NASA's BEST Students curriculum).

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- › **Family Science Night:** A program for middle school students and their families, where visitors explore the work of NASA Goddard missions through hands-on, inquiry-based learning as a team.
  - › **NanoDays:** The GSFC Visitor Center participates in this nationwide festival of educational programs about nanoscale science and engineering, and its potential impact on the future. NanoDays engages people of all ages in learning about this emerging field of science, which holds the promise of developing revolutionary materials and technologies.
  - › **Stomp Rockets:** This activity allows participants to build and launch a rocket, an often requested activity for all ages. It uses a simple process to explain the scientific and engineering design processes, collaborate with others toward problem solving, think critically, and use physics concepts in a NASA-unique environment.
  - › **Sunday Experiment:** The Sunday Experiment features activities showcasing Goddard's science and engineering research and technological developments. Each month features a different GSFC mission, often timed to coincide with upcoming launches or mission milestones, and is geared for a younger, elementary-age audience attending with their families
  - › **Model rocket launches:** The first Sunday of each month, students and families bring their rockets to be launched from the grounds of the Visitor Center. This family event is exciting for all ages.
  - › **GeoDome planetarium days:** The GeoDome is a portable, inflatable planetarium that provides visitors with an immersive experience, allowing each visitor to explore the universe in the comfort of our auditorium.
  - › **Special programs for launches and NASA events:** Throughout the year, the Visitor Center supports the educational components of various special dates, including launches and landings (e.g., Landsat 8, MAVEN, GPM).
- **Frederick County Earth System Science Program:** Two Earth Science poster sessions (January and May) were held onsite at GSFC, based on year-long Earth System Science courses offered in four high schools with support from the GSFC Earth Science Division.
- **Howard County Schools Partnership:** National Commission on Teaching and America's Future (NCTAF): GSFC provided support to county schools by providing Earth science support to educators on topics the educators see as challenging.
- **Prince George's County Public Schools (PGCPS) Partnership:** The Office of Education provided educational STEM support to teachers in the PGCPS on an ongoing basis. The PGCPS participated in the NCTAF; GSFC provided Earth science support to educators on topics the educators see as challenging.
- **Prince George's County Business Advisory Committee:** Monthly meetings were held with the local business community to partner with the school system to improve STEM.
- **National Society of Black Engineers (NSBE) Junior:** Goddard engineers met with and provided mentorship and presentations regularly to local area NSBE Junior chapters.

## Educator Professional Development Line of Business

### Promising Practices

- **Pennsylvania Multiregional Science and Math Partnership (PMSMP):** We delivered four educator professional development sessions serving 500 teachers in 54 school districts and seven regions of the Pennsylvania Department of Education during the summer of 2013.
- **STEM Pipeline:** We delivered three Community Request Educator Professional Development workshops during the summer of 2013, serving 25 educators from three school districts (DC, Baltimore, and Prince George's County) to use NASA's unique mission content [Global Precipitation Measurement (GPM) and Magnetospheric Multiscale (MMS) missions] in the





curriculum and aligning it with Next Generation of Science Standards and the Common Core State Standards.

## **NASA Internships, Fellowships, Scholarships Lines of Business**

### Promising Practices

- **Integrated recruitment strategy:** A continuation of the close working relationships between the Office of Education, Office of Human Capital Management and the Equal Opportunity Programs Office through the implementation of a Center integrated recruitment strategy yielded 49 percent minority and underrepresented student participation, including students with disabilities, out of the total 478 interns for the summer 2013 internship program.
- **Coordination with the Goddard Advisory Committees:** Focused interaction with professional organizations serving minority and underrepresented students, including Out for Work, the National Society of Black Engineers, Society of Hispanic Professional Engineers, National Society of Black and Hispanic Physicists, American Indian Science and Engineering Society, Society of Women Engineers, Society of Asian Scientists and Engineers, and the Association on Higher Education and Disability.
- **Focused recruitment:** Emphasizes student opportunities for minority and underrepresented students including students with disabilities. This recruitment effort involved building relationships with faculty members at minority institutions to foster longer term interactions. The Center employed an innovative approach to recruitment partnering with a faculty member at Bowie State University, a Historically Black University in Maryland, to focus on recruitment of students within the Nation's minority university community for specific Goddard mentor opportunities.
- **District of Columbia College Access Program (DC-CAP):** Goddard is developing an interaction with DC-CAP to engage their teachers and students in opportunities for summer internships with the Center.

## **Institutional Engagement Line of Business**

### Promising Practices

- **Pennsylvania Multiregional Science and Math Partnership (PMSMP):** The Office of Education and technical directorates support four Educator Professional Development sessions serving 54 districts (500 teachers) and seven regions of the Pennsylvania Department of Education during the summer. The partnership with the PMSMP project extends to Immaculata University, Pitt-Greensburg University, Lycoming College, and Bucknell University during the academic year.
- **ASPIRA of Philadelphia:** The Office of Education supports a consortium of ten ASPIRA schools in the Philadelphia area with STEM experiential learning activities for students, through the Digital Learning Network, and for teachers, through face-to-face educator professional development workshops, with blended models for educator and internship outreach. The ASPIRA of Philadelphia community is diverse group of underserved and underrepresented educators and students.
- **Maryland Business Roundtable (MBRT) for Education**
  - › **Be What I Want to Be Program:** Goddard interacts with the MBRT to showcase the careers and personal profiles of Goddard personnel annually, both online and in the companion magazine, which sustain the MBRT's *Achievement Counts* conversation with over 220,000 teens, moving them from interest in careers to action.



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- › ***Achievement Counts Program:*** Designed for Grades 8 and 9 students, the program encourages them to consider careers in STEM and prepare by following more than the minimal course of study in high school.

## ***Our Challenges***

**Going forward, the Office of Education has the following goals:**

- Collaboratively implement a single education portfolio, including Office of Education programs and mission, project, and directorate activities.
- Ensure that D&I principles are integrated across all four lines of business, and throughout all mission, project, and directorate educational offerings, with the goal of a diverse cadre of participants in each activity.
- Monitor activities for minority participation for accountability purposes.



## Code 180 | Independent Verification and Validation Program

### *Priorities for 2013*

The Independent Verification and Validation (IV&V) Program set the following D&I priorities for 2013:

- Continue to embrace NASA's and GSFC's D&I strategies, actively participating in Principles 1 through 5 as put forth in the NASA Diversity and Inclusion Strategic Implementation Plan
- Encourage and enhance an open, transparent, and inclusive values-based environment within the IV&V Program

### *Accomplishments and Impacts*

The IV&V Program achieved the following results and improvements for 2013.

#### **Principle 1: Demonstrated Leadership Commitment**

- Continued to emphasize IV&V Program values (safety, integrity, respect, teamwork, balance, innovation, and excellence) within the workplace. Values are the behaviors or characteristics that are revered in all that is done both within and outside the NASA IV&V Program. These values are essential to maintaining and supporting the culture of the IV&V Program.
- IV&V Program Strategic Communications Office continued to proactively coordinate, disseminate, and make available Agency and GSFC D&I messages in venues within the IV&V workplace.
- Championed and conducted the annual values survey to ascertain IV&V Program performance in terms of Program values
- IV&V Program Associate Director served on the West Virginia Space Grant Consortium Board of Advisors
- IV&V Program Management supported and encouraged workforce participation in Inclusion Ally initiative
- IV&V Program Support Office (PSO) Lead served on the Board of Directors for the Teaming to Win (TTW) organization. The IV&V Program supported and encouraged workforce participation with TTW as well, with employees also serving on the TTW committee.
- Established and endorsed small-business set aside strategy for two IV&V Program procurements (TESS SB Set aside and IMACS 8(a) Set aside); all existing major contracts include small business goals/requirements

#### **Principle 2: Employee Engagement and Effective Communication**

- Active participation in the Inclusion Ally initiative; three civil servants volunteered to serve as Inclusion Allies within the IV&V Program; rolled out the Inclusion Ally initiative and associated principles to organization at staff meeting; Inclusion Allies are operating in these roles within the IV&V Program and meeting with IV&V Program D&I Committee representative on a regular basis to create synergy and momentum for D&I activities within the IV&V Program
- Held triennial award program events, celebrating and recognizing the accomplishments of our workforce; recognized accomplishments and contributions of 266 awardees in categories such as Excellence in IV&V Program Values and Program Achievement awards
- Held MAVEN launch event to celebrate efforts and contributions of MAVEN IV&V team
- Held Spirit Week to foster teamwork and collaboration in the workplace

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- Encouraged attendance and participated (via VITS) at Center colloquia, diversity presentations, and events
- Competed Supervisory Computer Engineer/GS-15 role for SMA Support Office Lead position, allowing potential leaders equal access to leadership and career development opportunities
- Institutionalized the practice of granting “59 minutes” to IV&V civil servants on their birthdays

## Principle 3: Continuous D&I Education, Awareness, and Skills Development

- Continued to promote IV&V Program values (safety, integrity, respect, teamwork, balance, innovation, and excellence) as expected behavior for all employees; IV&V Program values are part of performance expectations and routinely discussed in performance planning and review/assessment discussions between supervisors and employees.
- Identified training needs and opportunities for workforce, secured and/or participated in various training events including Leadership and Management Skills for Non-Managers, New Supervisory training (all existing supervisors have completed this course), Power and Privilege series. Two of four supervisors completed the *Power and Privilege: Race* workshop and two of four supervisors completed the *Power and Privilege: Disability* workshop.
- Effectively utilized and leveraged various OHCM resources to promote workplace opportunities and resolve workplace challenges including, but not limited to, the Disability Program, Anti-Harassment Program, and Alternative Dispute Resolution Program.
- Deputy Director and Inclusion Allies committed to and included a D&I-related article in the IV&V Program quarterly newsletter
- Provided viewing opportunity of *Happy* movie to IV&V workforce

## Principle 4: Demonstrated Commitment to Community Partnership

- Demonstrated continual improvement in the diversity of high school interns (under-represented candidates); continued to support the high school intern program, with 16 high school interns from an underrepresented group; also sponsored 6 college-level interns this year
- Hosted the FIRST LEGO® League’s West Virginia State Tournament, which resulted in their largest tournament in state history
- Director and PSO Lead participated in the Teaming to Win Conference; efforts helped to advance and improve small business prospects in West Virginia and to facilitate education opportunities which promote higher business standards, methods, and practices
- Associate Director supported the West Virginia Experimental Program to Stimulate Competitive Research and West Virginia Space Grant Consortium joint meeting
- Sponsored four high school student teams in the First Robotics Competition
- Led initiatives for and active participation in National Boy Scout Jamboree event
- Held Day in the Park and Careers in Corridor events for local high school students
- IV&V Program Educator Resource Center established a partnership with the Marion County, WV Boys and Girls Club
- IV&V Program ERC STEM Initiatives Office supported the West Virginia Science Teachers Association Convention



**Principle 5: Shared Accountability and Responsibility for Diversity and Inclusion**

- Continued our commitment and pursuit of Outcome 4.1 of our IV&V Program Strategic Plan, “Identify, cultivate and sustain a diverse, inclusive and industry leading workforce and environment that is needed to conduct our missions”
- All performance reviews and performance planning discussions were completed on time, IV&V Program values assessed during these discussions
- Encouraged employees to provide self-assessments to facilitate performance review and planning discussions
- Created a joint civil servant and contractor team to ascertain values survey results and identify areas for improvement and potential approaches and solutions

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## Code 200 | Management Operations Directorate

### *Accomplishments*

- In March 2013, the Management Operations Directorate (MOD) conducted the Mission, Vision, People (MVP) workshop for 25 employees. The goal of MVP is to provide MOD employees an opportunity to participate in a relationship and skill-building seminar. Outcomes realized include: exposing employees to the diverse population of MOD; strengthening teaming and collaborative skills; and experiencing first-hand MOD's commitment to valuing a diversity of ideas, experiences, and creativity. This workshop also allows participants to hear the vision of the Directorate and Divisions directly from MOD leadership.
- The Code 200 Awards ceremony and picnic was held in June 2013: 62 nominations resulted in 26 individual and 10 team awards.
- The Code 200 Partnering Award Ceremony and picnic at Wallops was also held in June 2013.
- Code 200 hosted eight summer interns in 2013. The students were given a professional environment to report their summer accomplishments. This provided employees with the opportunity to observe the great potential of the up and coming generation as well as provide the students visibility to several levels of future coworkers.
- In the summer of 2013, MOD rolled out a new way to pass information along to its employees through the release of a weekly newsletter called the Monday Meatball. The Monday Meatball highlights activities, events, and important information for that week in the Directorate and on Center.
- The Directorate Speaker Series, known as the Code 200, Take 2, has been successfully running for two years. Employees from across Code 200 are invited to listen to their coworkers and peers from the various Divisions give insight into how their job fits into the Directorate and has a direct impact on the Center's mission, projects, and activities. Speakers are not limited to the Greenbelt campus. One of our recent presentations featured one of our Civil Engineers from the Wallops Flight Facility, who gave the audience insight into the "ins and outs" of the Shoreline Restoration Project and how it contributes to mission success and the protection of island assets.
- In 2013, we continued the Talent On-Boarding Program for 31 new employees, which was an increase of 4 from the previous year. This program begins 30 days before new employees arrive in Code 200 and continues throughout the first year on the job. The primary objective was to provide new employees the opportunity to more effectively integrate into the organization. Outcomes realized included: aligning new employees with critical business goals and strategies, improving time to productivity, improving retention rates, improving employee morale, and promoting our vision of equity and inclusion.
- Code 200 continued to host the Lunch Bunch, which we instituted in February 2011, throughout 2013. This is a brown bag luncheon open to all civil servant and contractor employees of Code 200. In addition to great fun, the luncheons provided a casual, "agenda-free" opportunity for employees to communicate and interact with a variety of the fellow Code 200 employees including senior management.
- The Procurement Operations Division, Code 210, continued to embrace D&I strategies with the continuation of three procurement learning groups—one group for buyers for simplified acquisitions, one group for senior Contracting Officers, and a combined group for all— to share lessons learned and to network with other members of the Division. Added this year was a new learning group for new and existing non-supervisory contract specialists.



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- The Procurement Management Team continued their participation in the DDP and the *Power and Privilege: Disabilities* workshop. The procurement officer held three management quarterly retreats, one with D&I specialists. The management team held diversity brown-bag sessions related to various management issues. The management team also hosted an end of the year pizza party mixer. Employees enjoyed pizza, salads, and desserts at no charge and mingled with fellow coworkers. The Division conducted a climate survey to obtain feedback from Division employees on inclusion, openness, trust, and communication within the Division. Feedback was assessed by the management team as a group at a quarterly retreat, and the procurement officer formed teams comprised of management team representatives to develop specific recommendations for improvement in areas identified in the survey. the procurement officer will share the results with the workforce and corrective action initiatives are underway.
- In the area of inclusion and openness, the procurement officer started the Weekly General Topic Staff Meeting. These meetings are open to both management and employee representatives from each office, and allow for direct communication of Agency, Center, and Division issues between management and employees on a regular basis. In the area of training and development, the training and development manager held Division on-boarding sessions for five new employees. This program begins the day the employee arrives in Code 210 and continues throughout the first year of the job. Subsequent meetings occur as requested. The primary objective is to help integrate new employees into the organization.
- In addition, the training and development manager created a comprehensive training calendar for Code 210 employees, which captures in one centralized location all training required for certification as well as training for general professional skills, such as communication and critical thinking skills. This calendar also includes new, in-house training courses developed and conducted by subject matter experts in the Procurement Division to provide guidance for topics and issues that are relevant to specific GSFC acquisitions.
- Each week, the Code 200 weekly report is posted to our Website, as another way to inform our people of some of the projects that are going on as well as the status of them. The posting on the website is in addition to the e-mail distribution that is sent to all Code 200 employees.
- The Code 200 monthly newsletter, *Paprocki's Post-Its*, reached its three-year mark in October 2013. Each month, the newsletter features stories about Directorate projects and events, a section giving updates on Curiosity, as well as a Diversity Dialogue. The newsletter also highlights one employee from within the Directorate with a picture and interview about their current role, how it supports their Directorate and Center mission as well as some fun questions to get to know the employee.
- MOD teamed up with Code 700 in November 2013 to host a Corn Hole Tournament and Chili Cook-Off as an initiative to raise money for the CFC campaign. During this effort, \$606 was raised. One of the goals of the initiative was to encourage relationship-building internally in MOD as well as with other Directorates on Center.
- Finally, for the second year in a row, MOD supported the PAAC III Toys for Tots fundraiser during November/December 2013, giving toys, books, and other gifts to less fortunate children. Over 783 items were provided.

# Diversity and Inclusion



## Code 300 | Safety and Mission Assurance Directorate

In our third year as a Diversity and Inclusion Committee, the Safety and Mission Assurance (SMA) Directorate continued to promote diversity and inclusion, because we recognize its importance in the success of Goddard and Goddard's missions. Management's commitment to diversity and inclusion is high with frequent discussions at several forums within the Directorate.

### *Significant Accomplishments*

In 2013, SMA:

- Exceeded the Center's hiring goal of seven percent for the Directorate for persons with disabilities and also exceeded the Center's veteran and disabled veterans hiring goals. We also met our diversity goals for our student hires.
- Led the Center in providing Speed Networking on recurring basis.
- Partnered with the New Developing Professional with a networking breakfast.
- Conducted Lunch and Learns. We also held a Meet and Greet with foods that represented employees' heritage or background, with entertainment (song and dance) provided by the SMA managers (Directorate, Division, Office, and Branch) and the Goddard Child Development Center. This event had great participation and many discussions about the food (why, where, etc.).
- Formalized D&I membership solicitation through GOBBS.
- Piloted a D&I element in nonsupervisory performance plans.
- Continued to provide a facilitator to the Diversity Dialogue Project.
- Participated in many Advisory Committees: African American Advisory Committee; Asian-Pacific American Advisory Committee; Equal Accessibility Advisory Committee; Lesbian, Gay, Bisexual, Transgender Advisory Committee; Hispanic Advisory Committee; Native American Advisory Committee; New and Developing Professionals Committee; Veteran's Advisory Committee; and Women's Advisory Committee.
- Viewed *Happy*, a movie that examines happiness, and held a group discussion afterwards.
- Showcased employees in the new SMA Newsletter.

### *Looking Forward*

SMA's goals for 2014 include:

- Working with other Advisory Committees in the development of Center initiatives.
- Working assertively to get feedback from employees on diversity and inclusion.
- Continuing to explore diversity and inclusion in film.
- Messaging of diversity and inclusion through music.
- Evaluating employee feedback provided during the Employee Viewpoint Survey and implementing improved strategies based on these opinions.
- Having the SMA D&I Committee to take the Power & Privilege classes.
- Supporting the Center's D&I Plan.





## Code 400 | Flight Projects Directorate

The Flight Projects Directorate (FPD) continues to focus its diversity and inclusion efforts in conformance to the Agency's D&I Strategic Plan. In 2013, we began to focus on the "I" in diversity and inclusion. Below, we have highlighted inclusion efforts using our concept of "Diversity in Action." That is, our goal was to not only build awareness of D&I activities, but to put these critical ideas into practice. The Directorate's D&I activities strive to include Goddard employees while respecting, appreciating, and valuing their individual differences so that the Flight Projects Directorate (FPD) can capitalize on the strengths of a diverse workforce to better perform its mission through teamwork and innovation.

In 2013, the Directorate's leadership continued to work closely with FPD's D&I Committee. The committee increased its numbers of passionate, active members, which resulted in more ideas and solutions, more change agents, and more influencers. An inviting Goddard Opportunities Bulletin Board System's ad generated 13 new members. The Senior Leadership team welcomed all the new members and emphasized that they are a focal point for employee concerns relating to diversity and a catalyst for educating employees and managers. A composite image of "selfies" was created to recognize new members and to highlight why they joined the committee. This has proven to be an effective tool to promote inclusion. Throughout the year, the committee provided advice, guidance, and recommendations for planning, implementing, monitoring, and evaluating FPD's D&I program.

### *2013 Accomplishments and Highlights*

In 2013, FPD:

- Executed our "Creating a New Future" initiative using many diverse sub-teams. Long-term actions were moved to Code 400's Human Capital Integrated Plan (HCIP) or the Business Change Initiative (BCI) for execution in 2013. These initiatives provided several sustained D&I changes.
  - › 400 HCIP—Composed of members from both FDP and OHCM, this team sustains and executes Human Capital initiatives within Code 400. This includes interview panel guidance, staffing goals, career paths, leadership development, operating principles within the directorate, and increasing the pools of diverse candidates for 400 positions.
  - › 400 BCI—Code 400 leads partnering across GSFC, which results in defining, designing, and deploying new changes across cost, schedule, earned value, management reporting, and knowledge management.
- Designed and deployed a new, innovative Flight Projects Development Program (FPDP) to assist in forming, expanding, and diversifying the workforce pipeline for Code 400. FPDP was advertised competitively to the Goddard workforce in the December–January timeframe. Briefing sessions included: every GSFC Advisory Committee, Center Lunch 'n Learns, Code 400 All-Hands, Goddard Engineers, Scientists and Technicians Association, American Federation of Government Employees, and directorate discussions. The first class will be formed by March 2014.
- Awarded Diversity Peer Awards to two individuals who created an environment where differences are valued and appreciated, and who modeled integrity, respect, and fairness when working with others.
- Co-hosted two generational dialogues with the New and Developing Professionals Advisory Committee for the FPD workforce to assess generations across the Directorate and understand the requirements for the NextGen Project Manager.
- Provided open access and support to GSFC Advisory Committees. This year, Code 400 Senior Leadership invited all GSFC Advisory Committees to an open discussion and specifically

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met with the Women's Advisory Committee, the Lesbian, Gay, Bi-sexual, and Transgender committee, the Hispanic Advisory Committee for Employees, the New and Developing Professionals, and the Asian Pacific American Committee.

- Focused on enhancing Directorate-wide communications to optimize performance. A communication strategy is being created to define current and future communication channels such as *The Critical Path*, Supervisor Forums, All-Hands, Senior Staff Notes, FPD website, etc. The communications framework will be revised to streamline communications to better include and engage the FPD workforce. *The Critical Path* continued to communicate the importance of diversity and inclusion through cultural notes and information for supervisors. A new D&I page was dedicated in FPD's quarterly newsletter. Past articles included supervisory D&I performance elements and new D&I committee memberships.
- Utilized STEM summer interns on projects.
- Partnered with industry to identify contracting opportunities.
- Held an orientation session for 27 civil-servant summer interns in FPD. The session focused on providing NASA, Goddard, and FPD background to the interns. During an open question and answer session, the interns asked many questions about careers at Goddard and advice on how to apply for positions. The orientation session was led by senior staff within the FPD and Director George Morrow.
- Promoted and included diversity special topics in the November 2013 GSFC Masters Forum.
- Participated in and encouraged staff to attend Center activities that included D&I elements. These included, but are not limited to:
  - › Power and Privilege sessions
  - › D&I Committee retreats and meetings
  - › Exploring Leadership Colloquiums
  - › GSFC Diversity Town Hall Meeting
- Promoted diversity and inclusion during the Code 490 reorganization process to ensure a smooth transition. The Instruments Projects Division management team met individually with each prospective new employee and bi-weekly with each instrument project after the initial meeting. They kept employees up to date on the reorganization status, ensuring no one was left out of the loop. Code 400 senior management warmly welcomed all Code 490 to FPD through introductory meetings, welcome messages, and planning sessions.
- Actively participated in the Center's Supervisor Advocacy Group, an outlet for supervisors to tackle issues across the Center. These issues included barriers and a lack of diversity and inclusion. The group was formalized to become the First-Line Supervisor Resource Group and two Code 400 members have been actively involved.
- Analyzed Employee Viewpoint Survey scores and created a Directorate action plan to include D&I efforts within FPD. Division-wide action plans were created as well in 2013.
- Supported projects and divisions using the 4-D Process (a behaviors and performance assessment that enables all team members to participate) to improve communications, performance, and morale.
- Included diversity and inclusion as a performance element for all supervisor performance plans.
- Encouraged staff to get involved with various committees across Center. Several FPD senior leaders currently serve as champion for Code 400 D&I Committee, champion for New and Developing Professionals, and champion for the Hispanic Advisory Committee for Employees.
- Met monthly to plan diversity activities, review any issues with management, discuss a relevant D&I article, and review strategic plan updates
- Maintained D&I topics on FPD's website (events, articles, and cultural tidbits).



## 2014 Goals and Plans

FDP's goals for 2014 include:

- Planning a path forward and creating strategic direction for the team in 2014 at the January 29, 2014 Retreat. Code 400 D&I committee members and Code 400 senior leadership are invited.
- Advancing communications by holding meetings at the division level to discuss D&I metrics on an annual basis.
- Incorporating Code 400's new communication strategy into our D&I strategy.
- Finalizing a revised D&I Committee Strategic Plan.
- Sustaining the D&I goals, activities, and communications as implemented in 2013.
  - › Continuing to provide open access and support to advisory committees
  - › Continuing the use of *The Critical Path* to communicate the importance of diversity and inclusion through cultural notes and information for supervisors
  - › Continuing to develop employees to their maximum potential
- Managing supervisory and employee understanding of diversity and inclusion.
- Hosting Code 400 Supervisor Forums to equip leaders to navigate day-to-day administrative functions. Diversity and inclusion will be a key topic at the FPD all-hands meeting.
- Supporting projects and divisions utilizing the 4-D Process to assess behaviors and performance as a means to improve communications, performance and morale.
- Exploring Career Paths within the Directorate.
- Analyzing Employee Viewpoint Survey scores and create an action plan to include D&I efforts within FPD.
- Finding new opportunities for FPD to partner with other advisory committees.



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## Code 500 | Applied Engineering and Technology Directorate

The Applied Engineering and Technology Directorate (AETD) represents just over 40 percent of Goddard's civil service workforce. To carry out our missions, we recruit from the top engineering programs at colleges and universities across the United States, ensuring a healthy student pool for our early career hiring efforts. Our workforce is representative of the nation-wide diversity that exists in our technical disciplines. The AETD workforce is also the main source for employees migrating into the Center's senior technical and management pipeline, and as such, our present workforce efforts make for a more diverse Center senior management team in the future.

### *AETD's Significant Accomplishments*

AETD achieved a number of significant accomplishments in 2013.

- AETD's senior staff participated actively in D&I efforts throughout 2013. The Director served as host for Goddard's 2013 Martin Luther King, Jr. and African-American History Month commemorative presentation in February. The Deputy Director was a guest speaker at Spellman and served on the "Women in Leadership" Lunch and Learn panel. Additionally, all AETD senior leaders served as mentors for a number of diverse employees from across the Center.
- AETD's employee-run D&I Committee had a very active year in 2013, which included: upgrading D&I messages on the Directorate's website; adding six new members to the Committee via GOBBS ad in March; electing a new Chair and Co-Chair in October; creating a new 2013–2014 strategic plan for the Committee; and assigning liaisons to each Center Advisory Committee and collaborating with the other Directorate D&I Committees. The AETD D&I committee was a co-sponsor of the Hispanic Heritage Month Luncheon in September 2013, providing hands-on support at the event. A key accomplishment this year was championing the idea and getting buy-in to combine the Center's African-American History Month and National Engineer's Week activities. This resulted in AETD visiting 22 underserved middle schools in our region that are participating in the Center's Office of Education Summer of Innovation program.
- The Directorate continued to be champion for the Greenbelt Chapter of the National Society of Black Engineers (NSBE). We provided 100 percent of the resources for their workforce development, education, and outreach programs to achieve broader science, technology, engineering, and math (STEM) interest and involvement in grades K–12 within our region. We began efforts to assess the feasibility of extending NSBE to the Wallops campus. NSBE's STEM activities and intern collaboration efforts were highlighted in a number of articles produced by the Office of Communications during the year.
- AETD management has integrated D&I messages in all technical training modules (TMT, SEED, PDL, AETD New Employee orientations, First-Line Supervisors training, etc.)
- AETD personnel continued to lead the Center's efforts in support of Operation Warfighter, an initiative that creates internships for wounded, ill, or injured service members to help facilitate their transition back to civilian life.
- AETD managers and personnel continued to actively engage and lead programs for high school and college students who may be our "next-generation" workforce. This included substantial participation in the Center's internship programs; leadership for a one-year Science and Technology Research Cluster for Minority Institutions, providing 20 engineering student internships; implementation of the second year of the "Curriculum Improvement Partnerships Award for Integration of Research" internship program; extensive support for FIRST (For Inspiration and Recognition of Science and Technology) Robotics and student team

mentoring at both our Greenbelt and Wallops campuses; sponsorship of a Laser/Electro-Optics collaboration with Delaware State University; co-sponsorship of the Women In Engineering “Developing Revolutionary Engineers And Mentors (DREAM) Conference” at the University of Maryland in February, in partnership with the Earth Science Division (Code 610); and program support for a number of Goddard Visitor Center events (African American Heritage events, Girl Scout Engineering events, Sunday Experiments, etc.)

- AETD also remains an active member of the Massachusetts Institute of Technology (MIT) Industry Advisory Council for Minority Education.
- AETD engineers supported the Society of Asian Scientists and Engineers (SASE) National Conference and Career Fair in Philadelphia, PA, in October 2013. This was an excellent opportunity to reach out to new Asian Pacific Islander engineers who potentially interested in careers at NASA. This effort was performed in conjunction with the Goddard Asian Pacific American Advisory Committee.
- AETD supervisors and our influence leaders participated in the Center’s *Power and Privilege: Disability* and *Power and Privilege: Race* training series, as well as very active participation in the Center’s Diversity Dialogue Project phases held this calendar year.

# Diversity and Inclusion



# Diversity and Inclusion



## Code 600 | Science and Exploration Directorate

### Priorities

During 2013, the Science and Exploration Division paid particular attention to combatting bullying, cultivating happiness, and promoting resilience, presence, and well-being. For many of our sessions, we combined members of the Code 600 Diversity Team with the Goddard Civility Collaborative. We launched the Goddard Community Cinema and reached an estimated 300 employees.

### Code 600 Diversity Team

Science is a global enterprise. NASA's Goddard Space Flight Center explores Earth and Space for the benefit of the people of Earth. We are a catalyst that allows people to work together effectively for the common good. In our daily interactions, we exercise open-mindedness, respect, curiosity, imagination, opportunity, civility, community, and collaboration. We are bold connectors, and we welcome people from all over the world to work with us in our pursuit of knowledge. We create an environment that uses everyone's talents and expertise to do the best research to benefit the residents of Earth.

### Goddard Civility Collaborative

The focus of the Goddard Civility Collaborative is to actively promote respectful behavior as we engage our colleagues in word and deed. Respectful engagement is a key ingredient for success in accomplishing NASA's mission with a diverse, multi-talented workforce.

### Highlights

The Directorate sponsored a series of events between August 2012 and August 2013.

- **Happiness at Work.** Code 600 held an in-depth exploration and dialogue using the book: *Happiness at Work: Be Resilient, Motivated and Successful—No Matter What* by Srikumar S. Rao. As a result, other groups at Goddard also read the book together.
- **“Delivering Happiness at Work” survey.** Jocelyn Davis administered a survey and presented results of “happiness at work.” The effort is based on over a decade's research by the Centre For Well-Being At NEF (New Economics Foundation) London and was initiated by the architect of the Happiness at Work Survey, Nic Marks. The award-winning center has developed an international reputation for the quality of its work in developing practical measures of well-being for governments and public policy.
- **Challenge Your Assumptions.** Mark Sachs provided an examination of the ladder of inference and how it can lead us astray.
- **Happy movie screening.** Code 600 launched the Goddard Community Cinema and Café with the film *Happy*. The intent was to encourage people from across the campus to visit Building 33 during lunch hour and promote informal conversations about the film. The film, *Happy*, is a compelling journey across the world in search of what really makes people happy. Deeply personal stories are woven together with insights from renowned experts in order to provide the keys to this most valued emotion. This movie was borrowed by other groups, including Wallops.
- **Remarkable WWII Survivors: Inspiring Stories and Timeless Lessons in Resilience.** This book examined what keeps people strong and highly functional in the crucible of combat and other adversities of life. Author Glenn Schiraldi chronicled his interviews of well-adjusted, WWII combat survivors representing virtually all the war's campaigns and groups—from the Battle of the Bulge to Iwo Jima, Navajo Code Talkers, and Tuskegee Airmen. The lessons from this remarkable group of patriots benefit us all today, in war and peace. It was co-hosted with the Veteran's Advisory Committee.



- **Network vs. Entourage.** This presentation was given by Leslie Grossman, author of *Link Out! How to Turn Your Network Into a Chain of Lasting Connections*.
- **Leading with Love, Respect, and Inclusion.** Conducted by Jindra Cekan, this presentation examined “micro-moments” of connection.
- **Newseum visit.** Code 600 sponsored a discussion of Martin Luther King’s “I Have a Dream Speech” as well as trip to Newseum to see an exhibit on the 50th Anniversary of the March on Washington.
- **When the Relationship are on the Line.** Heidi DeWan facilitated a discussion based on the book *Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time*.
- **Sleepless in September.** Glenn Schiraldi paid a return visit to the Diversity Team and the Civility Collaborative to address issues related to getting a good night’s sleep and strengthening resilience. Members of the Veteran’s Advisory Group were invited.
- **Inspiration movie screening.** The Goddard Community Cinema showed the film *Inspiration*. More than 100 people attended the showing and follow-on conversation. The series was sponsored by the Code 600 Diversity Team and the Goddard Civility Collaborative. Award-winning film-maker Louie Schwartzberg shared his inspirational vision through extraordinary short films on nature’s wonders, the speed of life, turning adversity into advantage, and more. We plan to show it again in 2014.
- **Goddard View article.** The team collaborated on an article for the *Goddard View* written about the Goddard Community Cinema.
- **Daring Greatly discussion.** Members of the Civility Collaborative and the 600 Diversity Team read and discussed *Daring Greatly* by Brene Brow. We started the book in November 2013.
- **Baraka movie screening.** The team reviewed the film *Baraka*, a contender for the 2014 Goddard Community Cinema. “*Baraka*” is a Sufi work meaning “a blessing, or the breath, or the essence of life, from which the evolutionary process unfolds.”

### *Upcoming in 2014*

We will be combining the Goddard Civility Collaborative and the 600 Diversity Team. The format will consist of small group discussions and larger group events to engage more of the Code 600 community in the D&I discussion. We will strive to build both awareness and skills for respectful inclusive behavior.

In conclusion, we are having a positive impact on the Goddard community by modeling inclusive and respectful behaviors, ourselves, and sharing our learning with the community.

# Diversity and Inclusion



# Diversity and Inclusion



## Code 700 | Information Technology and Communications Directorate

FY 2013 was the first full year for the Information Technology and Communications Directorate (ITCD) D&I Committee.

### *Priorities for the Year*

ITCD set the following D&I priorities for 2013:

- Promote staff awareness of D&I principles through training, communications, and activities
- Promote staff participation in D&I activities, both within the Directorate and across the Center
- Maintain a robust Directorate D&I committee and ensure Directorate representation on Center Advisory Committees
- Increase the diversity of new hires in targeted areas

In 2014, ITCD plans to align Directorate D&I activities more specifically with the strategic plans for the Agency and the Center, as well as the GSFC Inclusion Ally Program.

### *Accomplishments for 2013*

The committee focused on those activities that were both easy to implement and had a big impact. The goal was to integrate diversity and inclusion into ITCD's everyday business practices rather than make it a one-time special event. This approach was very successful, with small efforts generating big results.

**While You Wait.** “While You Wait” is a simple way to educate senior staff and meeting participants about diversity and inclusion. It is a looping presentation that is shown before the start and during breaks of targeted meetings within ITCD. The slide deck features GSFC events and “Did You Know?” facts related to diversity and inclusion. After receiving positive feedback, “While You Wait” has become a standard practice and is updated monthly.

**Thank You Campaign.** For National Thank You Month, the Committee found an innovative way to boost employee morale and create a culture of appreciation by focusing on acknowledging and thanking people within the directorate. Blank thank you notes were distributed to common areas, and employees were encouraged to write notes of appreciation for each other. The committee personally wrote a few thank you notes to start the process. The response was tremendous—some of the recipients were so touched that they thanked the sender with a note or a call or even a hug, often many weeks later. It was written up in the *Life@Goddard* article, “A Thank You and A Hug.”

**Intern Allies.** ITCD is committed to providing opportunities for interns as a way to develop the future. We sponsored 13 interns over the summer (4 with disabilities), and they were an important part of ITCD's D&I effort. The following is a partial list of activities.

- D&I Intern Meet and Greet Breakfast was held in June.
- We discussed diversity and inclusion at Goddard and at their colleges and universities. We also discussed the multigenerational GSFC workforce and generational perceived/assumed communications preferences (for example, email or text vs. phone or face to face communication).
- Welcome notices were posted on the desks of summer interns.
- The ITCD D&I committee members became “Intern Allies.”
- An out-brief session was held with ITCD Summer Interns and the lessons learned were provided to the Office of Education for opportunities for improvement in 2014.



**Inclusion of Off-Site Employees:** As part of ITCD's commitment to inclusion of off-site employees, the Committee provided activities for WFF and SEWP employees.

- We partnered with the Women's Advisory Committee to provide multiple viewings of the "Happy" documentary (one group viewing and three TV broadcasts at WFF, one group viewing at SEWP).
- We showed a video with an India wedding for SEWP employees
- We showed the documentary, *Trail of Tears*, for SEWP employees as a part of Native American Heritage Month
- We partnered with the Women's Advisory Committee to air a three-part PBS documentary *Makers: Women Who Make America* for SEWP employees

**Activities, Education, and Training:** The committee promoted participation in D&I activities in several ways, including short challenges, newsletter articles, and online resources.

D&I challenges to the Directorate as part of monthly status reporting included:

- Test Your Knowledge Quiz: Short online quiz for Black History Month about African American women who made history; women, in general, who influenced African American history; and African Americans who influenced women's history
- Acknowledgement Challenge: Take 10 minutes to identify and acknowledge someone who has impacted your career or someone in ITCD who deserves acknowledgement
- Self-Assessment Quiz: RESPECT™ Model Recognition
- Sticky Challenge: Take a pack of sticky notes. Write and leave several notes for ITCD employees (held during the month of May)
- Random Act of Kindness Challenge: Extend a random act of kindness to an ITCD co-worker or ITCD customer in recognition of World Kindness Day, November 13.

Books and video clips on D&I topics available through the SATERN Books 24/7 resource:

- *Grateful Leadership: Using the Power of Acknowledgment to Engage All Your People and Achieve Superior Results*
- *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the R.E.S.P.E.C.T Principle* by Paul L. Marciano Ph.D.
- *Four Generations, One Workplace*
- *The Value of Connecting with People Directly*
- *The Power of Emergence and Weak Ties*
- *The Human Equity Advantage: Beyond Diversity to Talent Optimization*

**Support For and Participation in Center D&I Advisory Committees and Sponsored Events and Activities:** ITCD had representatives on all Center Advisory Committees, provided executive champions to two committees, and partnered where possible. Committee staff promoted ITCD employee participation for numerous EOPO and Center Advisory Committee hosted events. Additionally, a committee member toured the Maryland Technology Assistance Program (MDTAP) and introduced its Director of Communications, Outreach and Development to the GSFC Acting Disability Program Manager. A committee member assisted in the production of a music program for the Code 300 Diversity and Inclusion luncheon.

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**Awards:** In a diverse and inclusive work environment, it is important to recognize individual work contributions and achievements. ITCD achieved this objective through its annual Peer Awards Program. In 2013, 6 individuals received recognition in the following categories: Technical Excellence, Leadership, Team MVP, Customer Commitment, Contractor Excellence, and Unsung Hero.

**Hiring:** ITCD is also attentive to diversity in its hiring initiatives. There were 14 new hires for FY 2013 with the following ethnic distribution: 4 African American, 1 Hispanic, and 9 non-minority. The distribution for gender was 8 male, and 6 female. The skill distributions were: 1 engineer and 13 professional/administrative. Additionally, ITCD achieved its veteran and disabled veteran hiring goal for FY 2013.



## Code 800 | Suborbital and Special Orbital Projects Directorate

During 2013, Wallops Flight Facility (WFF) sponsored and participated in a number of training sessions, employee forums, and site-wide events designed to enhance inclusiveness and highlight the benefits of diversity in the workplace. These included the following:

- Understanding Yourself and Others for More Productive and Harmonious Relationships – January 2013
- Senior Leadership Strategic Retreat – January 2013
- HBCU Partnership Forum with the University of Maryland, Eastern Shore—recently accredited for its engineering program – February 2013
- All Hands with GSFC Center Director – March 2013
- D&I Ally Employee Forum – May 2013
- WFF Cultural Assessment Survey – data collection and interviews May through July 2013, with the report released in December 2013
- ICAN Speed Networking Event – July 2013
- Respectful Confrontation Training – August 2013
- *Power & Privilege: Race* Training – September 2013
- All Hands with the WFF Director, followed by a D&I Employee Forum – September 2013
- Diversity Dialog Project – Fall 2013
- Coffees with Senior Leadership, including the Director of Code 700 and Deputy Director for Code 600
- WFF Celebration Day – November 2013

In addition, several action committees were created in 2013 to enhance D&I awareness at WFF, including the WFF recruitment team and a revitalized WFF-wide D&I committee. GSFC and WFF management also created and implemented a comprehensive WFF Action Plan, which outlined a broad spectrum of activities focused on raising awareness of respectful workplace behavior.

WFF created an on-site ombudsman position—a first at WFF—in order to assure mission safety and provide a forum for employees to raise issues in a safe, non-confrontational environment.

# Diversity and Inclusion



# Diversity and Inclusion





## Appendix B: Advisory Committee Annual Reports

This section of the report provides information about Goddard's Advisory Committees and how they are fostering diversity and inclusion across the Center.

### *Advisory Committees*

- African American Advisory Committee (AAAC)
- Asian Pacific Americans Advisory Committee (APAAC)
- Equal Accessibility Advisory Committee (EAAC)
- Lesbian, Gay, Bi-Sexual, Transgender Advisory Committee (LGBTAC)
- Hispanic Advisory Committee for Employees (HACE)
- Native American Advisory Committee (NAAC)
- New and Developing Professionals (NDP)
- Veteran's Advisory Committee (VAC)
- Women's Advisory Committee (WAC)

### **African American Advisory Committee**

The African American Advisory Committee (AAAC) is chartered to observe, provide advice, and give recommendations to all levels of Goddard management regarding systemic issues and concerns of Goddard African American (AA) employees. The AAAC provides advice and recommendations to management that promote diversity and inclusion for the benefit of all Goddard employees. Creating partnerships with the Goddard community for fostering an environment of inclusion that will ensure the career progression of all employees is a key element of the AAAC efforts.

The AAAC began the New Year reemphasizing the value of collaboration and continuing the outreach efforts to our constituent base. An opportunity to showcase our collaboration was exhibited when the AAAC co-sponsored Goddard's annual observance commemorating Martin Luther King, Jr., with the Equal Employment Opportunity Office. Later in the year, the AAAC co-sponsored a Veterans Day event with Goddard's Veteran Advisory Committee. Throughout the years, the AAAC has worked to encourage all members of the Goddard community to "Be the change you envision by developing and maintaining an environment that includes everyone."

### *Accomplishments for 2013*

In 2013, AAAC:

- Continued to raise issues and concerns of the AA community with senior management members that impacted center strategies and tactical approaches for the betterment of the Goddard community and mission success.
- Participant within the Goddard joint advisory committee efforts to included leading several joint committee meetings.
- Continued development of working relationship with Blacks in Government (BIG) and the National Society of Black Engineers (NSBE).
- Participant in the Diversity and Inclusion Retreat.
- Participant on the Martin Luther King Jr. planning committee.

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- Direct discussions with senior management on new diversity strategies that directly affect the Wallops campus.
- Sponsored events of awareness about African American culture and contributions. These events included participating in school visits to promote the Science, Technology, Engineering and Mathematics (STEM) initiatives.
- Provided support to the Black History Club Achievement Awards Banquet at Wallops.
- Developed new strategies to increase participation within the AAAC that included the use of video technology for the monthly AAAC meetings.
- Collaborated with BIG and NSBE to sponsor the AAAC annual Holiday Mixer which encouraged fellowship within the Goddard community.
- Provided representation and input for the Goddard MD-715 committee.
- Met with the Goddard Center Director for a discussion about the advances and challenges of the AA community.
- Met with senior management of many of the Goddard codes to discuss achievements and challenges for AA members of the Goddard community.

## *Looking Forward*

In 2014, AAAC plans to:

- Continue the AAAC outreach efforts to engage Goddard community members across the spectrum with diversity enhancing conversations and efforts.
- Modernize the AAAC website presence.
- Continue to support and collaborate with other Goddard advisory committees.



## Asian Pacific American Advisory Committee

The Asian Pacific American Advisory Committee (APAAC) provides advice, guidance, and recommendations to the Goddard Director for planning, implementing, and monitoring the Center's Affirmative Action program on the employment and advancement of Asian and Pacific Americans (APA). APAAC also serves as a focal point for the concerns of APA employees on matters affecting their employment at Goddard and helps resolve Center-wide problems affecting Asian and Pacific American employees. The committee also works to increase the Goddard community's awareness of APA cultures and values.

### *Highlights for 2013*

Our opening event during Asian Pacific American Heritage Month (May), our Taste of Asia and Pacific Islands event had standing room-only crowds for presentations that entertained and educated the GSFC community about Asian culture. Attendees sampled Asian and Pacific Island cuisine. The crowds were larger than last year, and we reached the capacity of the Building 8 auditorium.

We worked with the Veterans Advisory Committee to bring in Ken Niumatalolo, Head Football Coach at the Naval Academy as the Memorial Day keynote speaker. He gave a speech entitled "Honoring Their Sacrifice: A Memorial Day Commemorative Event".

We concluded our celebration of the Asian Pacific American Heritage Month with a luncheon, held in partnership with the Goddard Chinese American Club (GCAC). During the event, Dr. Jaiwon Shin, NASA Associate Administrator for the Aeronautics Research Mission Directorate was our guest speaker. He gave an engaging speech on "Building Leadership: Embracing Cultural Values and Inclusion."

APAAC collaborated with OHCM and the White House Initiative on Asian Americans and Pacific Islander presented the STEM Hiring Practices and Internships webinar.

We also partnered with OHCM to present a webinar to SASE on GSFC intern opportunities (pathways and education). In addition, we presented a webinar on how NASA engineers develop a mission concept to launch.





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## Equal Accessibility Advisory Committee

The primary mission for Equal Accessibility Advisory Committee (EAAC) is to assist all levels of management in creating an environment that is conducive to the recognition, development, understanding, and utilization of the abilities, skills, and knowledge of employees with accessibility needs, in order to achieve maximum productivity.

The EAAC continues to demonstrate leadership in issues involving Goddard employees with disabilities. By working closely with various Goddard organizations, the EAAC strives to raise awareness of various types of disabilities through the use of presentations, dialogues, and Directorate-level outreach activities.

### *Highlights of Our Key Accomplishments for 2013*

In 2013, EAAC:

- Collaborated with the Employee Assistance Program to increase its focus on mental health and disabilities in response to constituent concerns to address disabilities regarding mental health.
- Collaborated with the EOPO and Information Technology and Communications Directorate to roll out the Goddard Accessibility Program (GAP), which showcased various IT accessibility products for employees with disabilities.
- Collaborated with the African American and the Veterans Advisory Committees to host a notable guest speaker to highlight disability awareness in the workplace.
- Supported ongoing *Power and Privilege: Disability* workshops conducted this past year with participants from the committee

### *Looking Forward*

In 2014, EAAC plans to:

- Continue to recruit employees with disabilities by encouraging the use of Schedule A hiring authority by managers and establishing pipelines with academic institutions.
- Continue to encourage individuals with disabilities to participate in leadership development programs at the Center- and Agency-level that lead to career progression.
- Increase senior management's awareness and knowledge of disabilities through the use of workshops and hands-on activities in order to gain a better appreciation of the challenges that employees with disabilities encounter.
- Engage in series of dialogues focusing on specific disabilities with the Goddard community.
- Identify challenges in the use of information technology and accessibility, and explore ways to overcome them.

## Hispanic Advisory Committee for Employees

### *Hispanic Employment Data 2013*

#### **Recruitment**

Goddard's recruitment plans and activities are developed by the OHCM in partnership with key stakeholders, which include the Center's Employee Resource Groups, to ensure that the Center's recruitment efforts are strategic and effective in helping Goddard cultivate and sustain a diverse workforce.

In October 2013, members of the Hispanic Advisory Committee for Employees (HACE) participated in the Society of Hispanic Professional Engineers (SHPE) and the Society for the Advancement of Chicanos and the Hispanic Association of Colleges and Universities (HACU) conferences to market the Goddard's mission and recruit students. In addition, HACE participated in OHCM's recruitment trip to University of Puerto Rico, Mayaguez Campus for the 5th Annual Spring Career Fair and held employment information sessions at the University of Puerto Rico, Rio Piedras Campus.

HACE has created a database of highly ranked universities and colleges in the Mid-Atlantic Region with larger Hispanic population for the purpose of networking and recruiting qualified candidates for positions at NASA.

In order to encourage students to pursue STEM careers, HACE members have served as mentors for students in the Center's Internship Program, the Howard University Mentorship Rouse Scholars Program, and the High School Academic Research Experience.

#### **Employee Resource Group**

GSFC has nine chartered Employee Resource Groups, which are comprised of employees that:

- Provide advice, guidance, and recommendations to the Center Director in planning, implementing, monitoring, and evaluating the Center's affirmative employment program and its impact on that constituent group.
- Serve as a focal point for the concerns affecting employment matters of that constituent group.
- Help resolve Center-wide problems affecting that constituent group.

The membership of each ERG is comprised of employees and contractors from the Center's workforce. Each group has a designated Senior Champion and is provided funding under either the Center's EEO Office or the Diversity and Inclusion Program Office. Also, every ERG is afforded an opportunity to meet with the Center Director as a group at least twice per year to share successes, challenges, and goals, as well as to engage his support.

HACE is one of the most active and engaged ERGs under the EEO Office. This group is comprised of employees from different organizations, backgrounds, and nationalities. Membership in this group also includes several non-Hispanic members who are passionate and interested in advocating for issues and challenges associated with the Hispanic population at GSFC.

In 2013, HACE hosted several impactful educational/awareness programs and activities throughout the year to promote diversity, inclusion, and equal opportunity within the GSFC community. Last year, the committee met with the Center Director and several of the Directorates to share and discuss challenges, concerns, and best practices related to the Hispanic community at GSFC.

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These conversations covered multiple topics, such as participation in training and developmental opportunities, language and accent barriers, adaptation difficulties, and best practices in hiring. These conversations have been invaluable in cultivating a more culturally competent and inclusive work environment.

Additionally, HACE hosted a series of Lunch and Learn workshops that provided basic Spanish lessons to employees. Participants learned how to greet people, introduce themselves and recite the Spanish alphabet. These workshops were well-received and attended.

In an effort to support the retention of Hispanic employees, HACE continually promotes educational and awareness activities that help the Center to create and sustain a diverse, inclusive, and culturally competent work environment.

## **Retention**

In an effort to support the retention of Hispanic employees, GSFC continually promotes educational and awareness activities that help the Center to create and sustain a diverse, inclusive, and culturally competent work environment. In 2013, the Center hosted the following activities:

- **Hispanic Heritage Month Luncheon** (September 2013). This program featured cultural dance expressions and provided an invaluable opportunity for the GSFC community to learn about Hispanic culture. The keynote speaker talked about Hispanic culture and behaviors in the workplace.
- **Paella Night** (September 2013). This was a celebration of the Hispanic/Latino culture through food and music, and was open to employees, friends, and family. This event also provided an invaluable opportunity for the Goddard community to fellowship and learn about Hispanic culture.



## Lesbian, Gay, Bisexual, and Transgender Advisory Committee

The Lesbian, Gay, Bisexual and Transgender Advisory Committee (LGBTAC) hosted a variety of events and participated in a wide range of initiatives and activities. In 2013, LGBTAC:

- Held our annual retreat including a discussion of LGBT issues at Wallops.
- Supported an OHCM recruiting event at the Out for Work Career Fair at the University of Chicago, Chicago, IL.
- Hosted the LGBT Straight for Equality Training: Allies in the Workplace, presented by Parents and Friends of Lesbians and Gays (PFLAG) of Howard County. This training helped the Goddard community learn about how to be an ally for the LGBT community and why allies are so important in working to achieve equality in the workplace.
- Hosted Suicide Awareness Discussion with EAP. This event was co-sponsored with other Advisory Committees and included IVV, GISS, White Sands & Wallops.
- Attended Applied Physic Laboratory Ally meetings, looking to find ways to partner.
- Disseminated information related to marriage benefits and held telecoms with the NSSC benefit counselors.
- Participated in the Agency LGBT telecoms.
- Met quarterly with Code 400 on LGBT issues and successes.
- Hosted our annual Hot Dog Meet and Greet.
- Hosted our annual dinner dance. This year we celebrated marriage equality.
- Worked with NASA Headquarters on the Sexual Orientation Procedures informational material.
- Shared the Johnson Space Center's *It Gets Better* video.
- Started the "Coming Out Day" tradition to wear rainbow-colored shirts to work on this day.
- Attended the Sally Ride Commemoration at the Kennedy Center.

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## Native American Advisory Committee

The Native American Advisory Committee's (NAAC) purpose is (1) to develop, promote, and sustain appropriate programs, policies, and events that encourage the recruitment and participation of Native American individuals at GSFC; and (2) become a trusted resource to promote understanding of, and growth and enrichment in the Native communities.

We supported the American Indian Science and Engineering Society (AISES) by participating and attending the AISES Government Relations Council (GRC) Meeting. The GRC meets twice a year and NAAC members attended both meetings. The GRC works to identify government resources, develop strategies, and promote government careers in furthering AISES's mission (increase the representation of Natives in STEM fields). In addition, three NAAC members attended the AISES National Conference in Denver, Colorado, supporting NASA at the career fair by promoting internship and Pathways opportunities.

The NAAC participated in the Summer Intern Ice Cream Social event to inform the summer interns about the NAAC.

In August 2013, the NAAC held a business and cultural retreat at the Smithsonian National Museum of the American Indian.

- An important outcome of the business retreat was a webinar designed to promote the successes of Native Americans at NASA, developed in collaboration with the GSFC recruitment coordinator, the Department of Education, and the White House Initiative on American Indian and Alaskan Native Education.
- A cultural retreat was conducted in collaboration with Navajo Nation Washington Office (NNWO) to learn their role in representing the concerns of the Navajo Nation's government to the United States Congress, Federal Agencies, and the White House.

The NAAC hosted college and high school students from the Piscataway-Conoy tribe to inform them about Goddard's internship opportunities. This was part of the NAAC's strategic vision of fostering development of GSFC's Native American community and ensuring that local Native American communities are aware and excited about GSFC opportunities.

During Native American Heritage Month (November 2013), the NAAC wrote GSFC recognition message for Native American Heritage Month. We offered a video series at the Greenbelt campus and offered popcorn at each showing to represent a Native American staple food. The following movies were featured:

- *Trail of Tears Cherokee Legacy*
- *More Than Frybread*
- *Wounded Heart*

The NAAC also participated in the American Indian Student Union Powwow, held at the University of Maryland, College Park; setting up a table to inform the students and the community about NASA's internship and Pathways opportunities and about NAAC.



## New and Developing Professionals

The New and Developing Professionals (NDP) has been a member of the Diversity and Inclusion Committee for two years. NDP invites all new employees to become a part of NDP in order to help them integrate into the Goddard community. We also support current professionals who are seeking a venue for networking and developmental opportunities.

NDP's priorities span across many areas. It strives to serve as an open forum to collaborate, coordinate, and build sustainable partnerships across all Directorates. It also seeks to cultivate an empowered and capable workforce by promoting career development and leadership opportunities. Overall, NDP advocates for inclusion of all employees in the Goddard workforce and appreciates insights and contributions from all employees including contractors and civil servants at all Goddard facilities.

### *Highlights for 2013*

In 2013, NDP:

- Sustained and grew a network of nearly five hundred GSFC employees (includes civil service and contractor constituents).
- Worked closely with the Office of Human Capital Management to capture and engage newly hired civil servants. We sent welcome letters to new hires and participated in GSFC New Employee Orientation.
- Led Codes 400, 500, and 600 D&I Generational Survey discussions.
- Completed a Brown Bag/Lessons Learned session with Judy Bruner
- Hosted the "What Works" Luncheon where we discussed the "SO:KNO Knowledge Sharing Tool" to obtain input from all Directorates on how to improve knowledge sharing at GSFC and brief the GSFC D&I Committee.
- Briefed OHCM Director on NDP's goals and activities. We also brainstormed how NDP and OHCM could better partner with each other.
- Continued to advertise and promote Agency training opportunities through NDP-sponsored communications (e.g., NASA FIRST, NASA MLLP) in an effort to increase participation in Agency training programs,
- Held an open forum to promote the new Flight Projects Development Program (FPDP), a cross-Directorate training program for technical and resource employees.
- Co-hosted two Networking Breakfast Series events for Codes 300, 500, and 600 with the Woman's Advisory Committee and Code 300 D&I Committee.

### *Looking Forward*

NDP's future goals include:

- Improving the new employee on-boarding process and employee retention.
- Increasing GSFC new and developing employee participation at Agency-level developmental activities with a similar organization, (e.g., NASA Forward).
- Seeking individuals to fulfill all Directorate vacancies on the NDP Steering Committee.
- Coordinating additional Networking Breakfast Series and co-hosting with other advisory committees to engage new parties and interest.

# Diversity and Inclusion

- Hosting additional Generational Survey discussions with Directorates.
- Continuing to advertise Agency training programs to NDP listserv.
- Engaging in dialogues with GSFC Senior Fellows for GSFC improvements.
- Holding additional networking opportunities for NDP Network (e.g., panels, open forums, etc.).







## Veterans Advisory Committee

The Veterans Advisory Committee (VAC) was established to assist all levels of management in creating an inclusive environment that in turn, is conducive to the recognition, development, understanding, and utilization of each employee's abilities, skills, and knowledge in order to achieve maximum productivity. The term Veterans refers to military veterans.

### *Highlights for 2013*

**Memorial Day 2013.** For the third year the VAC hosted a commemorative event (a collaborative effort with the Asian Pacific American Advisory Committee) Ken Niumatalolo was the keynote speaker. The event was attended by more than 250 Goddard community members and viewed by countless others at satellite locations and in their offices.

**Veterans Day 2013.** The VAC hosted a Veterans Day Recognition Program, (a collaborative effort with the African American and Equal Accessibility Advisory Committees), "Saluting Those Who Served." The Fort Belvoir Garrison Commander, Colonel Gregory D. Gadson, was the keynote speaker. He spoke of his 24 year military service in which his greatest challenge came in Iraq, where an improvised explosive device cost him both legs above the knees and normal use of his right arm. He continues to lead over 50,000 military personnel and employees in his command position. Attending Goddard community members were offered the opportunity to remember family veterans by placing their names on a "Wall of Remembrance."

**Operation Give Thanks 2013.** In late November and early December, the VAC conducted an operation that sent care packages to our troops serving in the Middle East. "Operation Give Thanks 2013" provided an opportunity for Goddard community members to send a few comforts of home to active duty members currently serving on a battlefield somewhere overseas. More than 80 boxes were hand-packed and delivered to military members in Baghdad. These boxes were filled with items service members will find most useful in a combat zone, including toiletries, candy, socks, holiday cards, personal notes of thanks, etc. The packages arrived in Baghdad on December 19th and the feedback from the troops was that the packages "brought so much joy to us all!" and that the "soldiers were very pleased!!!!!" The close out of this operation culminated another very active year for Goddard veterans.

### *Looking Forward*

During the upcoming year, our committee will continue to sponsor the annual Memorial Day and Veterans Day events, conduct a care package drive for our troops, and support Diversity and Inclusion Committee events and meetings as required. We plan to collaborate with other advisory committees to support the intent of reducing the number of individual committee events by combining our resources to sponsor events that are relevant to two or more committees. The committees also launched the VAC website to provide pertinent information to veterans and the Goddard community.

The VAC will continue to provide advocacy for veterans at GSFC and will continue to support the Center Director's initiatives.

The VAC will also continue to support outreach to Veterans, including Wounded Warriors, as well as soldiers who are transitioning to civilian employment.

# Diversity and Inclusion



## Women's Advisory Committee

The Goddard Women's Advisory Committee Vision and Mission Statements serve as guides for WAC events and activities. Our mission is to advocate and endorse women's contributions to Goddard's mission through education, awareness, collaboration, and empowerment. Our vision is to inspire women and the Goddard community, promote equality, maximize collaboration, and advance innovation.

CY 2013 was a year to revitalize the Women's Advisory Committee. At the beginning of 2013 there were five WAC Directorate representatives and at-large members. Five Directorates did not have a regular voting representative identified for 2013. Three members, whose membership terms ended in December 2012, agreed to extend their memberships for 2013 to improve continuity of representation. For January 2014, the anticipated number of representatives for these two categories was already fifteen. All Directorates will have a representative in January 2014. There was one co-chair in January 2013; a second co-chair was identified during the year. Three 2014 co-chairs were elected from five candidates to share committee roles and responsibilities.

During 2013, the Committee's program manager was on a temporary detail outside NASA and an acting program manager was appointed. A new program manager now supports the Committee. AETD provided a liaison person for the WAC from their Directorate D&I Committee. The WAC has two additional active members representing the Employee Assistance Program and the Office of Human Capital Management. The Committee is now in a stronger position to represent and advocate for Goddard's women constituents.

- The WAC hosted several events during Women's History Month (March).
- Exploring Leadership Colloquium—Keynote speaker, Tracey Wilen-Daugenti
  - › Co-author; *Women Lead: Career Perspectives from Workplace Leaders*
  - › Lunch with Women Leaders at Goddard's Greenbelt campus; panelists included:
    - › Dr. Colleen N. Hartman (Code 100); Deputy Director for Science, Operations and Performance
    - › Ledetria Beaudoin (Code 151); Deputy, Chief Financial Officer (Finance)
    - › Dr. Aprille Ericsson (Code 505); Instrument Manager; ATLAS Deputy Instrument Manager
    - › Amri Hernandez-Pellerano (Code 563); Staff Engineer of the GSFC Power Systems Branch
    - › Dr. Anne Kinney (Code 690); Director of the Solar System Exploration Division of GSFC
- WFF—Success and Challenges for Women at Wallops and the Eastern Shore discussion event; discussion facilitators included:
  - › Victor A. Eyo (WFF-5480); Assistant Flight Structures
  - › Hope W. Garrison (WFF-8010); Chief, Resources Management Office
  - › Rebecca H. Powell (WFF-1300); Public Affairs Specialist
  - › Linda A. Sherman, (GSFC-1600); Education Specialist
  - › David A. Wilcox (WFF-5480); Head, Mechanical Systems Branch
  - › Pamela L. Pittman (WFF-5890); Assistant Ground Data Systems
- Documentary—*Two Million Minutes* had three viewings: two at GSFC and one at WFF

The Committee co-hosted a Networking Breakfast with the New and Developing Professionals. The LGBT Advisory Committee and several other Advisory Committees, including the WAC, held an educational activity on Suicide awareness with the Employee Assistance Program during Pride Month. The WAC's OHCM representative hosted an event during National Breastfeeding

# Diversity and Inclusion

Awareness Month. EOPO and the Advisory Committees co-hosted an Ice Cream Social Event for employees; many summer interns took advantage of this networking opportunity. A couple of WAC members supported the Summer Institute in Science, Technology, Engineering and Research (SISTER) Program. The WAC provided Committee representation at the Inclusion Ally Center kick-off meeting.

The Committee made the “Happy” documentary, hosted for Goddard employees by the Code 600 Civility Collaborative, available for Wallops employees. The documentary, “Makers: Women Who Make America” was provided to the Code 703 SEWP employees who are located offsite.

A “Lean-In Chat” Pilot Event was conducted. The pilot session participants were members of the Center Advisory Committees and Co-Chairs from the Directorate D&I Committees. The session used quotes and video clips relevant to the book, “Lean In: Women, Work and the Will to Lead”, by Sheryl Sandberg, Chief Operating Officer of Facebook. Additional Lean-In Chat sessions are already planned or requested by three Directorates for 2014.

The WAC was an active participant in Center D&I Committee meetings, 2013 D&I Retreat sessions, EOPO Combined Advisory Committee Chairperson meetings. Representation was also provided for the Management Directive – 715 planning meetings and the Section 508 Sub-Team. Several WAC members joined in the Quarterly Luncheons with Senior Center Managers sponsored by EOPO. The Committee had a WAC representative for the Center Standing Awards Committee. The Committee joined in the LGBT Ally Event as part of planning efforts for the Center-wide Inclusion Ally Initiative.

A briefing was presented to Committee members by the Office of Human Capital Management about Employee Viewpoint Survey data of specific interest to Committee members. Code 400 gave a briefing to describe the new Flight Projects Development Program. The Committee also learned about the new First Line Supervisor Resource Group.

The Committee Co-Chairs communicated with the Capitol College chapter officers for the Society of Women Engineers (SWE) and Goddard’s Office of Education to discuss and potentially establish a partnership.

This committee is looking forward to new partnering opportunities in 2014 with other Advisory Committees. There are plans to expand dialogue with Goddard employees in collaboration with Directorate diversity and inclusion committees. The Committee also intends to resume scheduled meetings with Directorate Senior Managers in 2014. The WAC plans to visit Wallops in 2014 and has a goal to continue outreach to employees at Goddard remote facilities. The 2014 theme for Women’s History Month, “Celebrating Women of Character, Courage, and Commitment” offers opportunities for partnerships with other D&I groups within Goddard and with external groups. This theme is equally applicable to Goddard’s women managers and other employees who deserve recognition for their contributions to Goddard’s Missions. The Committee looks forward to integrating the new Center D&I focus on inclusion into Committee training, communications and sponsored events/activities.

# Diversity and Inclusion





## Appendix C: The Greenbelt Learning Center's Diversity Titles

The Office of Human Capital Management offers a catalog of diversity titles available for viewing through the Learning Center, located in Building 1, Room 001. The hours of operation are Monday through Friday, from 8:00 a.m. to 5:00 p.m. For more information, please see their website, [ohcm.gsfc.nasa.gov/DevGuide/Learn/home.htm](http://ohcm.gsfc.nasa.gov/DevGuide/Learn/home.htm)

### List of Diversity and Inclusion Offerings

#### 30 MINUTE BLUE EYED

CALIFORNIA NEWSREEL, 1996

Now Jane Elliott's critically award-winning *Blue Eyed* is available in a more useful, more concise version concentrating all the drama and insight of the original into an even more powerful 30-minute video. Jane Elliott's "blue eyed-brown eyed exercise" is one of the most acclaimed and most widely used diversity training tool ever developed. It has been covered by numerous television documentaries like CBS's *Eye of the Storm* as well as appearances on the Today, Tonight, Donahue and Oprah shows. The same exercise with the same devastating results has since been replicated hundreds of times in industry, higher education and public employment not just in this country but also around the world.

#### AWESOME! GENERATION Y/MILLENNIALS IN THE WORKPLACE

QUALITY MEDIA RESOURCES, 2007

In the next few years, Gen Y will constitute 38 percent of all employees. They are smart, adaptable, energetic, skilled and eager to make their mark. At the same time, these young people do things differently and enter the world of employment with great expectations and a culture that may be unfamiliar to many of us. To help you better prepare for the task of engaging, inspiring and productively channeling the energies of your new employees, this program consisting of two 10-minute videos on DVD was created. Part 1, "A New Generation @ Work," presents 24 Gen Y employees from a wide range of occupations who share what makes them tick. Part 2, "Engaging Gen Y," introduces five managers who present their views on how to help millennials succeed. You'll be enlightened, energized and entertained!

#### BLACK IN AMERICA

CNN, 2008

This 3-hour DVD is a 2-part documentary produced by CNN concerning the African American experience in America. In the first part, "The Black Woman and Family", Soledad O'Brien explores the varied experiences of black women and families and investigates the disturbing statistics of single parenthood, racial disparities between students and the devastating toll of HIV/AIDS. O'Brien reports on the progress of black women in the workplace and the status of the black middle class. The second part, "The Black Man," investigates the most critical issues and obstacles affecting African American men today, dispelling myths and taking a hard look at some disturbing statistics.

#### CHANGING THE RULES

CORVISION, 1998

The purpose of this 30-minute video workshop is to help viewers solve gender-related communication problems by a) identifying the "invisible rules" men and women play by, and, b) providing effective strategies for more successful communication between genders in the workplace. Dr. Pat Heim, the presenter, shows how the only way to get other people to change, since we cannot control their behavior, is to change our own behavior. In order to do this, we need to "speak" gender differences.

# Diversity and Inclusion



## **CLOWN**

COASTAL AMI, 2007

This 14-minute DVD follows the lives of three “Clown-Americans” and their families as they make some poignant observations about life on the other side of stereotypes. CLOWN is refreshingly unique, and combines both drama and comedy to explore the affects of bias and racism in America. CLOWN humorously and effectively demonstrates how anyone looking or sounding differently than everyone else can be the subject of discrimination. Highly recommended.

## **COLOR OF FEAR**

STIRFRY SEMINARS & CONSULTING, 1996

*The Color of Fear* is an internationally acclaimed film about eight men of various ethnicities engaging in an intimate and honest dialogue about race and the effects of racism on their lives and families. In 1995 Oprah Winfrey aired a one-hour special on Lee Mun Wah and *The Color of Fear* cast, which was viewed by over 15 million people around the world.

## **DIFFERENT LIKE YOU**

EDGE TRAINING SYSTEMS, 2001

This thought-provoking 20-minute video presents the concept that diversity must evolve to encompass all of the talents, preferences, affiliations, intelligence and experience that make each one of us unique as individuals. An organization’s most valuable resource is its human capital.

## **DIVERSITY: FACE TO FACE**

ATS MEDIA, 2008

*Diversity: Face to Face* is an innovative and unique 18-minute training program on DVD that explores four main aspects of diversity in the workplace—stereotypes, similarities, unity and benefits—by listening to the stories and thoughts of characters who actually live and work in a diverse world. Through their eyes, we learn why diversity is so important, and are given the definitions and tools to understand more deeply our own roles in diverse workplaces.

## **DROP BY DROP**

COASTAL AMI, 2008

*Drop by Drop*, a 20-minute program on DVD, demonstrates how the small slights, subtle discriminations and tiny injustices can add up to big problems in your workplace! These little negative gestures are called “micro-inequities” and they occur in organizations every day. These small communications or disrespect, prejudices and inequality aren’t overt, but they can be incredibly destructive. It’s a poison in the workplace that isn’t delivered in a bucket, but takes its toll drop by drop.

## **DYNAMICS OF DIVERSITY, THE**

AMERICAN MEDIA INC., 1995

Dr. Roosevelt Thomas presents this 49-minute video on diversity, and begins with a definition of diversity and how to establish the dynamics of diversity. He then teaches the seven options for dealing with diversity, how to avoid diversity tension, and discover why people respond differently to diversity

## **ESSENTIAL BLUE EYED, THE**

THE CENTER FOR HUMANITIES, (1969 footage)

Many trainers first heard of Jane Elliott’s path-breaking “blue-eyed/brown-eyed” exercise, or from her appearances on the Today, Tonight, Donahue, and Oprah shows. One of America’s earliest and most celebrated diversity trainers, Jane Elliott describes *The Essential Blue Eyed* as the most dramatic and complete summary of my 30 years experience helping organizations grapple with the difficulties and opportunities offered by a diverse workforce. The video is 87 minutes in length.



**EYE OF THE STORM**

CALIFORNIA NEWSREEL, 1999

This 25-minute video is a wake-up call for all ages, and teaches about prejudice using a dramatic framework. It provides an examination of the realities of discrimination as experienced by actual students in the classroom of third grade teacher, Jane Elliott, whose demonstration shows how quickly children can succumb to discriminatory behavior.

**FOR THE NEXT 7 GENERATIONS**

THE LAUGHING WILLOW CO., 2009

In 2004, 13 Indigenous Grandmothers from all four corners of the world, moved by their concern for our planet, came together at a historic gathering where they decided to form an alliance: The International Council of 13 Indigenous Grandmothers. This 90-minute program on DVD is their story, four years in the making and shot on location in the Amazon rainforest, the mountains of Mexico, North American, and at a private meeting with the Dalai Lama in India. *For The Next 7 Generations* follows what happens when these wise women unite. Facing a world in crisis, they share with us their visions of healing and a call for change now, before it's too late. This film documents their unparalleled journey and timely perspectives on a timeless wisdom.

**GAY AND TRANSGENDER ISSUES IN THE WORKPLACE, UNDERSTANDING AND MANAGING**

BRIAN McNAUGHT, 2005

This extraordinarily engaging and powerful presentation seeks to build bridges of understanding on gay and transgender issues in the workplace, and to make allies for all employees in the company's goal of empowering a diverse workforce. This two hour DVD captures renowned presenter Brian McNaught at his very best with an audience of corporate employees who enthusiastically respond to him and the pertinent information and personal perspective he offers.

**GENERATIONS: M.E.E.T. FOR RESPECT IN THE WORKPLACE**

VISIONPOINT, 2003

In today's workplace, four generations may be working together. This 44-minute DVD and workshop activities provide insights and strategies that will promote respect among the generations and strengthen collaboration. It will help everyone understand each generation's unique characteristics and how to handle misunderstandings that impact productivity.

**GREAT MINDS ON RESPECT, TOLERANCE & DIVERSITY**

TRAINING ABC, 2006

Inspiring quotes from some of history's greatest minds set to dramatic music. Let the likes of Albert Einstein, Martin Luther King Jr., and Franklin D. Roosevelt inspire you, motivate you and teach you through their own words. This 3-minute DVD is a great way to start any meeting or training session.

**INVISIBLE RULES: MEN, WOMEN AND TEAMS**

THE HEIM GROUP, 2005

Newly revised in 2005, this 33-minute DVD will help viewers understand that men and women behave and communicate differently because they are raised in two separate gender cultures. They will learn some of the invisible rules each gender culture uses to define appropriate adult behavior, and how to improve team communication between men and women instead of placing the blame on either gender.





# Diversity and Inclusion



## **INCLUSION STARTS WITH I: EIGHT STEPS TO INCLUSION**

DIVERSITY INC., 2003

The personal journey to inclusiveness is as simple as eight steps. They are not always easy and they all start with “I.” In this 5-minute DVD of quotes, Mary-Frances Winters has collected wisdom from people throughout history and around the globe who have contemplated diversity issues and our enduring inability to accept and value difference. It is suitable for motivational meetings.

## **JOURNEY TO LITTLE ROCK: THE UNTOLD STORY OF MINNIJEAN BROWN TRICKEY**

FILMWEST ASSOCIATES, 2001

When Minnijean Brown Trickey was 16 years old, she became involved in one of the most significant acts in the history of the American civil rights movement. She was one of The Little Rock Nine—the nine Black American teenagers who defied death threats, hostile white demonstrators, and even the Arkansas National Guard, to attend the all-white Little Rock Central High in 1957. Minnijean’s story did not end there. Little Rock was only the first step. Her amazing journey of the heart, mind, and spirit lead her to Canada where she continued her activism in supporting Native Peoples struggles for rights. This 52-minute DVD follows her life of passionate social activism.

## **LITTLE THINGS MEAN A LOT: FROM MICROINEQUITIES TO MICRO-AFFIRMATIONS**

LEARNCOM, 2008

The “little things” are behaviors we all use, intentionally and unintentionally. They can make our organizations highly productive or erode their power, innovation and productivity. Designed by a pioneer in the field of diversity and inclusion, *Little Things Mean A Lot* shows how the ways we value and devalue our colleagues impact our workplace and its effectiveness. This 22-minute program is on DVD.

## **LUNCH DATE, THE**

ADAM DAVIDSON, 1992

In a cafe, a white woman walks away from her table to get silverware. When she returns, she sees a black man eating her lunch. She shares her dinner with the stranger, and he gets coffee for the two of them. Not until he leaves does she look across the room and see that her own meal was on another table. The story derives from a classic urban legend, usually referred to as “A Packet of Biscuits” & circulating since 1972.

## **MAURITIUS: CELEBRATING DIFFERENCES**

COVEY LEADERSHIP LIBRARY, 1996

This 26-minute video will teach the student how to create an environment where individuals, teams, and organizations achieve synergistic results through valuing diversity. By implementing the principles presented in this video and discussion leader’s guide, one will attain greater personal, professional, and organizational effectiveness.

## **M.E.E.T. ON COMMON GROUND**

CRM LEARNING, 2002

This 22-minute video program introduces an easy-to-grasp process that is demonstrated in timely realistic vignettes. Viewers will learn to understand the benefit of mutual respect, the importance of personal responsibility in promoting respect in the workplace, and use the four steps in the M.E.E.T. model to promote a “mutual respect” working environment.

## **MILLENNIALS ARE COMING, THE 60 MINUTES, 2007**

The babies of the baby-boomers are now in the workforce, and they're not playing by the old rules. They are tech savvy; they multitask with ease; and they don't plan to stay long on a job that doesn't quickly recognize their unique talents. They want a job that deserves them, and not vice versa. It's an attitude that's turning corporate America inside out to figure out how to keep their young workers happy and on the job. Morley Safer of *60 Minutes* reports in this 12-minute segment on DVD, which originally aired on 11/11/07.

## **NOT EVERYONE GETS A TROPHY MEDIA PARTNERS, 2010**

This 29-minute DVD debunks the common myths surrounding Gen Y'ers in the workplace and provides a proven step-by-step guide to engaging, developing and retaining this young group of employees. It is a wise and humorous look at the challenges of training and managing the newest generation in the workplace. This dynamic program is packed with laughter, stories and practical examples of techniques that any manager can use to transform these young employees into "the highest performing workforce in history."

## **OPENING LINES: FACING DIVERSITY ATS MEDIA, 2008**

This 4-minute program on DVD is a meeting opener or closer that elegantly and intelligently explores core aspects of a diverse workplace.

## **OUCH! THAT STEREOTYPE HURTS SUNSHOWER LEARNING, 2007**

Staying silent in the face of demeaning comments, stereotypes or bias allows these attitudes and behaviors to thrive. This undermines our ability to create an inclusive workplace where all employees are welcomed, treated with respect and able to do their best work. This 30-minute DVD, which includes activities and vignettes, helps viewers build the confidence and skills to speak up when they hear stereotypes or other demeaning comments.

## **PEACOCK IN THE LAND OF PENGUINS, A CRM LEARNING, 1996**

This 10-minute video is a modern-day fable about the perils and possibilities of being different in organizations. It echoes one that is unfolding each and every day in organizations all across the country—how to manage the increasing diversity of the workplace and capture the talent, energy, and commitment of all employees.

## **PEOPLE WORKPLACE PUBLISHING, 2006**

People is a visually engaging 4-minute launching point to any communication-based session. This DVD beautifully illustrates the potential of the universal human traits of kindness, generosity, and respect in our workplaces. It gets to the heart of the one thing that unites all people on earth.



# Diversity and Inclusion



## **PIGEON-HOLED IN THE LAND OF PENGUINS**

CRM LEARNING, 2001

We pigeon-hole others when we overlook their unique abilities, talents, personalities, and backgrounds. We do it to ourselves, too—when we impose limits and cheat ourselves of new experiences, challenging opportunities, and the fulfillment of our undeveloped potential. Though animated, this 10-minute video is no flight of fancy. It's a critical component of training in today's changing workplace. Workgroups, committees, and executive teams will benefit from this video, as will any group interested in mobilizing the talents of all its members.

## **PLEASE RESPECT MY GENERATION: 5 GENERATIONS AT WORK**

ATS MEDIA, 2010

For the first time in history, we have as many as five different generations together in the workplace. This 23-minute program on DVD bridges the gap between them and shows audiences how to avoid conflict and increase productivity in their generationally diverse workplace. By learning about life experiences, values, and the ideals of all five generations, participants gain a better understanding of their coworkers as it relates to their own experience and behavior. The DVD also contains the 3-minute meeting opener, "Opening Lines: Bridging 5 Generations."

## **POLICY IS NOT ENOUGH, A**

EDGE TRAINING SYSTEMS, 2000

This engaging 17-minute video prepares and motivates organizational leaders to lead a respectful workplace. It will teach the viewer how to model respectful behavior, coach employees to avoid disrespectful behavior, and to respond immediately to situations that could lead to harassment claims.

## **POWER DEAD-EVEN RULE, THE**

THE HEIM GROUP, 2005

Newly revised in 2005, this 43-minute program on DVD shows that each gender is a culture unto itself, raised with basic rules of conduct instinctively known to adults of that gender. Consequently, what seems natural to one gender can seem baffling to the other. Viewers will see how gender cultures can clash in the context of typical workplace communication.

## **RACE: THE POWER OF AN ILLUSION**

CALIFORNIA NEWSREEL

This 3-hr video on DVD challenges one of our most fundamental beliefs: that humans come divided into a few distinct biological groups. This definitive 3-part series is an eye-opening tale of how what we assume to be normal, commonsense, even scientific, is actually shaped by our history, social institutions and cultural beliefs. "Episode 1: The Difference Between Us." Everyone can tell a Norwegian from a Nubian, so why doesn't it make sense to sort people into biological races. Examine the contemporary science—including genetics—that challenges our assumptions about human groups. "Episode 2: The Story We Tell." Hasn't race always been with us? Explore the roots of the race concept, including the 19th century science that justified it and how it gained such a hold over our minds. "Episode 3: The House We Live In." Race may be a biological myth, but racism gives different groups vastly different life chances. Forty years after the Civil Rights Movement, the playing field is still not level and "colorblind" policies only perpetuate inequality.

### **ROAD TO BROWN, THE** CALIFORNIA NEWSREEL, 1990

*The Road to Brown* tells the story of the Brown v. Board of Education ruling as the culmination of a brilliant legal assault on segregation that launched the Civil Rights movement. It is also a moving and long overdue tribute to a visionary but little known black lawyer, Charles Hamilton Houston, “the man who killed Jim Crow.” This 59-minute DVD plunges us into the nightmare world of Jim Crow that robbed former slaves of the rights granted by the 14th and 15th Amendments. Moving from slavery to civil rights, it provides a concise history of how African-Americans finally won full legal equality under the Constitution.

### **STOLEN EYE, THE** CALIFORNIA NEWSREEL, 2003

This 50-minute video is the latest of Jane Elliott’s films documenting her “blue-eyed/brown-eyed” diversity training exercise. This is ironic because unlike the others, it is not set in America whose black/white racial dynamic gave birth to the technique. Instead Elliott brings together a group of Aborigines and white Australians for an unusually dramatic and candid encounter.

### **TAXI DRIVER EXPERIMENT** ABC NEWS, 2006

What would you do if you saw bullies ganging up on an innocent kid or a couple fighting in the park—the boyfriend on the verge of physically harming the woman? *Primetime* continues a hidden camera series and tests what people do when confronted with ethical dilemmas that force them to act or not on this 40-minute DVD. Part 2 shows how passengers will handle a taxi driver who goes on an extensive racist rant filled with hateful ethnic slurs. Will they tell him to stop, keep quiet, or maybe even join in? What some people think and openly say about race in America is surprising.

### **TEAMS AT WORK, DIVERSE: CAPITALIZING ON THE POWER OF DIVERSITY** CORVISON, 1995

This 25-minute comprehensive video training program begins with a brief discussion of the importance of both diversity and teams in today’s typical employee and organizational base, as well as acknowledging the most common fears people face in dealing with the diversity issue. A discussion guide and textbook is included.

### **TEAMS AT WORK, DIVERSE: TEN CHARACTERISTICS FOR SUCCESS** CORVISON, 1995

This 12-minute video is designed to allow teams or viewers to evaluate their own status in relation to diversity, using 10 proven characteristics. A brief narrative and graphic introduces the importance of team building, setting the stage for presentation of the ten characteristics that can act as a roadmap in building a successful diverse team. A discussion guide and textbook is included.

### **TEN COMMANDMENTS OF COMMUNICATING WITH PEOPLE WITH DISABILITIES, THE** DIVERSITY WORLD, 1996

This 25-minute DVD uses humorous vignettes to deliver its disability awareness message. With over 53 million Americans having a disability, large corporations as well as small companies use this outstanding video to train employees, improve customer service, and avoid losing talented employees due to ignorance or awkwardness. Human service agencies get “double duty” from this program when they utilize it to train their own staff and the community about disability etiquette.



# Diversity and Inclusion



## THROUGH DEAF EYES

PBS, 2007

*Through Deaf Eyes* is a two-hour DVD documentary that explores 200 years of Deaf life in America. The film includes interviews with prominent members of the Deaf community, including actress Marlee Matlin and I. King Jordan, Gallaudet University President Emeritus. Interwoven throughout the film are six short documentaries produced by Deaf media artists and filmmakers. Poignant, sometimes humorous, these commissioned stories bring a personalized sense of Deaf life in America to the film. Through first person accounts and the film as a whole, *Through Deaf Eyes* tells the story of conflicts, prejudice and affirmation that ultimately reaches the heart of what it means to be human.

## TRUE COLORS

CORVISION, 1991

In this 19-minute DVD segment from ABC's *PrimeTime Live*, host Diane Sawyer follows two college-educated men in their mid 30s—one black, one white—as they are involved in a variety of everyday situations to test levels of prejudice based on skin color. Acting within the scenario of moving to a new town, undercover cameras follow the two men separately as they each try to rent an apartment, respond to job listings, purchase a car and conduct everyday activities. The responses in both the white and racially mixed communities are consistent and shocking. In every instance, one is welcomed into the community while the other is discouraged by high prices, long waits and unfriendly salespeople.

## VILLAGE OF 100

MEDIA PARTNERS, 2005

This 3-minute video training favorite asks the simple question: If we shrunk the Earth's population to a village of precisely 100 people, with all existing ratios remaining the same, what would it look like? In three minutes, this program statistically approximates what that village would be like. These dramatic figures make the need for both tolerance and understanding glaringly apparent.

## VISIONES: LATINO ART & CULTURE

GALAN, INC, 2004

*Visiones* is a bold and exciting television series about Latino art and culture in the United States. Utilizing the talents and skills of Latino producers from around the country, *Visiones* presents an emotionally evocative journey into Latino art and culture. The six-part series is divided into themes that capture different art forms. *Visiones* takes a look at the Latino theater tradition and its evolution, the second episode delves into the music and dance aspects of Latino life, and the third episode tackles the various forms of Latino art and its relationship to social change. Well-paced and emotionally potent, *Visiones* provides an invigorating context to Latino art and culture that is sorely needed in this changing face of American life. This 3-hr program is available on DVD.

## WE SHALL REMAIN: AMERICA THROUGH NATIVE EYES

PBS, 2009

They were charismatic and forward thinking, imaginative and courageous, compassionate and resolute, and, at times, arrogant, vengeful, and reckless. For hundreds of years, Native American leaders valiantly resisted expulsion from their lands and fought the extinction of their culture. Sometimes, their strategies were militaristic, but more often they were diplomatic, spiritual, legal, and political. This PBS acclaimed history series on DVD establishes Native history as an essential part of American history. These five 90-minute documentaries spanning three hundred years tell the story of pivotal moments in U.S. history from the Native American perspective, upending two-dimensional stereotypes of American Indians as simply ferocious warriors or peaceable lovers of the land.

## **WEALTH, INNOVATION & DIVERSITY: PUTTING OUR DIFFERENCES TO WORK IN THE 21ST CENTURY**

STARTHROWER DISTRIBUTION, 2000

Hosted by futurist Joel Barker, this 31-minute video contends that organizations will reap long-lasting success only when you reap the benefits of diversity by collaborating with individuals and enterprises that are different than yourself.

## **WITH ALL DUE RESPECT**

EDGE TRAINING SYSTEMS, 2000

This 18-minute video prepares employees to promote a respectful workplace every day. Students will learn that a respectful workplace is built on equality, accepting differences and appreciating diversity.

## **WOMEN OF COLOR ROUNDTABLE 2006**

DIVERSITY, INC., 2006

In January 2006, Diversity, Inc. convened an unprecedented and candid discussion about race, gender and class. View this historic meeting of eight amazing and accomplished women of color—all passionate advocates for diversity in the corporate and academic worlds—on this 44-minute DVD. Various topics were covered in this dynamic and energizing roundtable including Which counts more: race, gender or class? And, who's really at the bottom of the ladder?

## **WORLD OF DIFFERENCE, A**

CORVISION, 1996

This 11-minute video is a musical, fully animated, upbeat meeting opener for any organization with more than one employee. Its goal is respect for diversity and the value of teamwork among coworkers. Using five different styles of animation, viewers will learn that diversity can be a source of conflict or harmony. Honoring diversity can make a world of difference...the choice is ours.

## **YOU CALL THAT RESPECT?**

EDGE TRAINING SYSTEMS, 2000

This 16-minute video presents 11 workplace scenarios involving different types of workplace harassment. It gives participants the opportunity to discuss what they have seen, what actions they would take in the given situation, and what should happen in these situations following the scenarios they have seen.



# Diversity and Inclusion





## Appendix D: 2013 Members of the Center's D&I Committee

Name	Title	Code
Rick Obenschain	Deputy Center Director/Diversity Champion	100
Dr. Dan Krieger	Special Assistant for Diversity and Inclusion	100
Shavondalyn Givens	Diversity and Inclusion Specialist	100
Teresita Guevara Smith	Diversity and Inclusion Specialist	100
Gale Fleming	Code 100 D&IC Chair	100
Karen Weaver	Assistant Chief, Office of Human Capital Management	110
Veronica Hill	Chief, Equal Opportunity Programs Office	120
Mark Hess	Chief, Office of Communications	130
Dee Kerr	Associate Chief Counsel, Office of Chief Counsel	140
Frank Ramos	Deputy Chief Financial Officer	150
Dr. Bob Gabrys	Chief, Office of Education	160
Kenneth Vorndran	Deputy Director, IV&V	180
Cindy Stoltz	Associate Director, Management Operations Directorate	200
Curtis Johnson	Directorate Resources Manager, Safety and Mission Assurance	300
Steve Shinn	Deputy Director, Flight Programs and Projects	400
Karen Flynn	Deputy Director, Applied Engineering and Technology	500
Dr. Dot Zukor	Deputy Director, Earth-Sun Exploration Division, Space and Exploration Directorate	600
Dennis VanderTuig	Director, IT and Communications	700
Judy Vucovich	Deputy Director, Suborbital and Special Orbital Projects	800
Karen Smith	Co-Chair, Lesbian, Gay, Bisexual, and Transgender Advisory Committee	210
Maureen Madden	Co-Chair, Lesbian, Gay, Bisexual, and Transgender Advisory Committee	700
Dewayne Washington	Chair, African American Advisory Committee	130
Naveed Quraishi	Co-Chair, Asian Pacific American Advisory Committee	619
Susan Trelease	Co-Chair, Equal Accessibility Advisory Committee	501
Bill Yuknis	Co-Chair, Equal Accessibility Advisory Committee	561
Julie Rivera	Co-Chair, Hispanic Advisory Committee for Employees	210
Lixa Rodriguez-Ramon	Co-Chair, Hispanic Advisory Committee for Employees	250
Janie Nall	Co-Chair, Native American Advisory Committee	160
Ben Cervantes	Co-Chair, Native American Advisory Committee	589
Val Lunz	Co-Chair, New and Developing Professionals	400
Shannon Rodriguez	Co-Chair, New and Developing Professionals	567
Mark Hubbard	Chair, Veterans Advisory Committee	323
Monica Allen	Co-Chair, Women's Advisory Committee	210
Walter Flournoy	Vice President, Goddard Engineers, Scientists, and Technicians Association	590
Vacant	EEO Manager, Wallops Flight Facility	120

